

CONTRACT RESULTING FROM REQUEST FOR PROPOSAL NUMBER 10090304-25-S, PUBLIC SAFETY COMMUNICATION CONSULTING SERVICES

This Contract (Contract) is entered into by and between the City of San Diego, a municipal corporation (City), and the successful proposer to Request for Proposal (RFP) #10090304-25-S, Public Safety Communication Consulting Services (Contractor).

RECITALS

On or about 6/24/2025, City issued an RFP to prospective proposers on services to be provided to the City. The RFP and any addenda and exhibits thereto are collectively referred to as the "RFP." The RFP is attached hereto as Exhibit A.

City has determined that Contractor has the expertise, experience, and personnel necessary to provide the services.

City wishes to retain Contractor to provide public safety communication consulting services as further described in the Scope of Work, attached hereto as Exhibit B. (Services).

For good and valuable consideration, the sufficiency of which is acknowledged, City and Contractor agree as follows:

**ARTICLE I
CONTRACTOR SERVICES**

1.1 Scope of Work. Contractor shall provide the Services to City as described in Exhibit B which is incorporated herein by reference. Contractor will submit all required forms and information described in Exhibit A to the Purchasing Agent before providing Services.

1.2 General Contract Terms and Provisions. This Contract incorporates by reference the General Contract Terms and Provisions, attached hereto as Exhibit C.

**ARTICLE II
DURATION OF CONTRACT**

2.1 Term. This Contract shall be for a period of five (5) years beginning on the Effective Date. The term of this Contract shall not exceed five years unless approved by the City Council by ordinance.

2.2 Effective Date. This Contract shall be effective on the date it is executed by the last Party to sign the Contract, and approved by the City Attorney in accordance with San Diego Charter Section 40.

**ARTICLE III
COMPENSATION**

3.1 Amount of Compensation. City shall pay Contractor for performance of all Services rendered in accordance with this Contract as outlined in the Cost/Price Proposal. Total cumulative expenditures under Contracts awarded pursuant to this solicitation will not exceed \$1,000,000 without approval by City Council via a resolution or ordinance.

**ARTICLE IV
WAGE REQUIREMENTS**

4.1 Reserved.

**ARTICLE V
CONTRACT DOCUMENTS**

5.1 Contract Documents. The following documents comprise the Contract between the City and Contractor: this Contract and all exhibits thereto, the RFP; the Notice to Proceed; and the City's written acceptance of exceptions or clarifications to the RFP, if any.

5.2 Contract Interpretation. The Contract Documents completely describe the Services to be provided. Contractor will provide any Services that may reasonably be inferred from the Contract Documents or from prevailing custom or trade usage as being required to produce the intended result whether or not specifically called for or identified in the Contract Documents. Words or phrases which have a well-known technical or construction industry or trade meaning and are used to describe Services will be interpreted in accordance with that meaning unless a definition has been provided in the Contract Documents.

5.3 Precedence. In resolving conflicts resulting from errors or discrepancies in any of the Contract Documents, the Parties will use the order of precedence as set forth below. The 1st document has the highest priority. Inconsistent provisions in the Contract Documents that address the same subject, are consistent, and have different degrees of specificity, are not in conflict and the more specific language will control. The order of precedence from highest to lowest is as follows:

- 1st Any properly executed written amendment to the Contract
- 2nd The Contract
- 3rd The RFP and the City's written acceptance of any exceptions or clarifications to the RFP, if any
- 4th Contractor's Proposal

5.4 Counterparts. This Contract may be executed in counterparts which, when taken together, shall constitute a single signed original as though all Parties had executed the same page.

5.5 Public Agencies. Other public agencies, as defined by California Government Code section 6500, may choose to use the terms of this Contract, subject to Contractor's acceptance. The City is not liable or responsible for any obligations related to a subsequent Contract between Contractor and another public agency.

IN WITNESS WHEREOF, this Contract is executed by City and Contractor acting by and through their authorized officers.

CONTRACTOR

ADCOMM Engineering LLC
Proposer

18809 Autumn Way
Street Address

Sandy, OR 97055
City

971-718-7574
Telephone No.

s.ronning@adcomm911.com
E-Mail

BY: 
Susan Elaine Ronning (Dec 24, 2025 12:40:49 PST)

Signature of
Proposer's Authorized
Representative

Susan E. Ronning, P.E., PMP, ASEP
Print Name

Owner & Principal Engineer
Title

12/24/2025
Date

CITY OF SAN DIEGO
A Municipal Corporation

BY: 

Print Name: Claudia Abarca
Director, Purchasing & Contracting

Title
12/26/2025

Date Signed

Approved as to form this 31 day of
December, 2025.

HEATHER FERBERT, City Attorney

BY: 
Deputy City Attorney

ADDENDUM A
JULY 16, 2025

EXHIBIT A
PROPOSAL SUBMISSION AND REQUIREMENTS

A. PROPOSAL SUBMISSION

1. Timely Proposal Submittal. Proposals must be submitted as described herein to the Purchasing & Contracting Department (P&C).

1.1 Reserved.

1.2 Paper Proposals. The City will accept paper proposals in lieu of eProposals. Paper proposals must be submitted in a sealed envelope to the Purchasing & Contracting Department (P&C) located at 1200 Third Avenue, Suite 200, San Diego, CA 92101. The Solicitation Number and Closing Date must be referenced in the lower left-hand corner of the outside of the envelope. Faxed proposals will not be accepted.

1.3 Proposal Due Date. Proposals must be submitted prior to the Closing Date indicated on the eBidding System. E-mailed and/or faxed proposals will not be accepted.

1.4 Pre-Proposal Conference. No pre-proposal conference will be held for RFP.

1.4.1 Reserved.

1.5 Questions and Comments. Written questions and comments must be submitted electronically via the eBidding System no later than the date specified on the eBidding System. Only written communications relative to the procurement shall be considered. The City's eBidding System is the only acceptable method for submission of questions. All questions will be answered in writing. The City will distribute questions and answers without identification of the inquirer(s) to all proposers who are on record as having received this RFP, via its eBidding System. No oral communications can be relied upon for this RFP. Addenda will be issued addressing questions or comments that are determined by the City to cause a change to any part of this RFP.

1.6 Contact with City Staff. Unless otherwise authorized herein, proposers who are considering submitting a proposal in response to this RFP, or who submit a proposal in response to this RFP, are prohibited from communicating with City staff about this RFP from the date this RFP is issued until a contract is awarded.

2. Proposal Format and Organization. Unless electronically submitted, all proposals should be securely bound and must include the following completed and executed forms and information presented in the manner indicated below:

Tab A - Submission of Information and Forms.

2.1 Completed and signed Contract Signature Page. If any addenda are issued, the latest Addendum Contract Signature Page is required.

2.2 Exceptions requested by proposer, if any. Proposers must list or reference each specific exception they are requesting to the Scope of Work, the Contract, or the Exhibits thereto. For each requested exception, proposers must provide proposed alternative or amended language in their initial proposal submittal for potential consideration. The

proposer must also present written factual or legal justification for any exception requested to the Scope of Work, the Contract, or the Exhibits thereto.

It is not acceptable for proposers to take exception to terms or conditions in general, with a request to later discuss or negotiate specific terms within the RFP / Contract. Nor is it acceptable to refer to other contracts for alternative language. The City will not consider exceptions addressed elsewhere in the proposal, nor will the City consider exceptions for which no specific alternative or amended language is provided within the proposal.

Any exceptions to the Contract that have not been accepted by the City in writing are deemed rejected. The City, in its sole discretion, may accept some or all of proposer's exceptions, reject proposer's exceptions and deem the proposal nonresponsive, or award the Contract without proposer's proposed exceptions.

2.3 The Contractor Standards Pledge of Compliance Form.

2.4 Equal Opportunity Contracting forms including the Work Force Report and Contractors Certification of Pending Actions.

2.5 Reserved.

2.6 Reserved.

2.7 Reserved.

2.8 Additional Information as required in Exhibit B.

2.9 Exhibit I, Interrogatories.

Tab B - Executive Summary and Responses to Specifications.

2.10 A title page.

2.11 A table of contents.

2.12 An executive summary, limited to one typewritten page, that provides a high-level description of the proposer's ability to meet the requirements of the RFP and the reasons the proposer believes itself to be best qualified to provide the identified services.

2.13 Proposer's response to the RFP.

2.14 An additional, redacted version of Proposer's response to the RFP containing all requested redactions of confidential, proprietary or other information which proposer alleges to be exempt from disclosure under the California Public Records Act, including the legal basis for such exemption, as fully set forth in Exhibit B, Section 9. Public Records below

Tab C - Cost/Price Proposal (Exhibit D). Proposers shall submit a cost proposal in the form and format described herein. Failure to provide cost(s) in the form and format requested may result in proposal being declared non-responsive and rejected.

3. Proposal Review. Proposers are responsible for carefully examining the RFP, the Specifications, this Contract, and all documents incorporated into the Contract by reference before submitting a proposal. If selected for award of contract, proposer shall be bound by same unless the City has accepted proposer's exceptions, if any, in writing.

4. Addenda. The City may issue addenda to this RFP as necessary. All addenda are incorporated into the Contract. The proposer is responsible for determining whether addenda were issued prior to a proposal submission. Failure to respond to or properly address addenda may result in rejection of a proposal.

5. Quantities. The estimated quantities provided by the City are not guaranteed. These quantities are listed for informational purposes only. Quantities vary depending on the demands of the City. Any variations from the estimated quantities shall not entitle the proposer to an adjustment in the unit price or any additional compensation.

6. Quality. Unless otherwise required, all goods furnished shall be new and the best of their kind.

6.1 Items Offered. Proposer shall state the applicable trade name, brand, catalog, manufacturer, and/or product number of the required good, if any, in the proposal.

6.2 Brand Names. Any reference to a specific brand name in a solicitation is illustrative only and describes a component best meeting the specific operational, design, performance, maintenance, quality, or reliability standards and requirements of the City. Proposer may offer an equivalent or equal in response to a brand name referenced (Proposed Equivalent). The City may consider the Proposed Equivalent after it is subjected to testing and evaluation which must be completed prior to the award of contract. If the proposer offers an item of a manufacturer or vendor other than that specified, the proposer must identify the maker, brand, quality, manufacturer number, product number, catalog number, or other trade designation. The City has complete discretion in determining if a Proposed Equivalent will satisfy its requirements. It is the proposer's responsibility to provide, at their expense, any product information, test data, or other information or documents the City requests to properly evaluate or demonstrate the acceptability of the Proposed Equivalent, including independent testing, evaluation at qualified test facilities, or destructive testing.

7. Modifications, Withdrawals, or Mistakes. Proposer is responsible for verifying all prices and extensions before submitting a proposal.

7.1 Modification or Withdrawal of Proposal Before Proposal Opening. Prior to the Closing Date, the proposer or proposer's authorized representative may modify or withdraw the proposal by providing written notice of the proposal modification or withdrawal to the City Contact via the eBidding System. E-mail or telephonic withdrawals or modifications are not permissible.

7.2 Proposal Modification or Withdrawal of Proposal After Proposal Opening. Any proposer who seeks to modify or withdraw a proposal because of the proposer's inadvertent computational error affecting the proposal price shall notify the City Contact identified on the eBidding System no later than three working days following the Closing Date. The proposer shall provide worksheets and such other information as may be required by the City to substantiate the claim of inadvertent error. Failure to do so may bar relief and allow the City recourse from the bid surety. The burden is upon the proposer to prove the inadvertent error. If, as a result of a proposal modification, the proposer is no longer the

apparent successful proposer, the City will award to the newly established apparent successful proposer. The City's decision is final.

8. Incurred Expenses. The City is not responsible for any expenses incurred by proposers in participating in this solicitation process.

9. Public Records. By submitting a proposal, the proposer acknowledges that any information submitted in response to this RFP is a public record subject to disclosure unless the City determines that a specific exemption in the California Public Records Act (CPRA) applies. If the proposer submits information clearly marked confidential or proprietary, the City may protect such information and treat it with confidentiality to the extent permitted by law. However, it will be the responsibility of the proposer to provide to the City the specific legal grounds on which the City can rely in withholding information requested under the CPRA should the City choose to withhold such information. General references to sections of the CPRA will not suffice. Rather, the proposer must provide a specific and detailed legal basis, including applicable case law, that clearly establishes the requested information is exempt from the disclosure under the CPRA. If the proposer does not provide a specific and detailed legal basis for requesting the City to withhold proposer's confidential or proprietary information at the time of proposal submittal, City will release the information as required by the CPRA and proposer will hold the City, its elected officials, officers, and employees harmless for release of this information. It will be the proposer's obligation to defend, at proposer's expense, any legal actions or challenges seeking to obtain from the City any information requested under the CPRA withheld by the City at the proposer's request. Furthermore, the proposer shall indemnify and hold harmless the City, its elected officials, officers, and employees from and against any claim or liability, and defend any action brought against the City, resulting from the City's refusal to release information requested under the CPRA which was withheld at proposer's request. Nothing in the Contract resulting from this proposal creates any obligation on the part of the City to notify the proposer or obtain the proposer's approval or consent before releasing information subject to disclosure under the CPRA. Additionally, if the proposer considers any part of its proposal confidential, proprietary, trade secret, or otherwise exempt from disclosure under the CPRA, in addition to the requirements above, proposer must also submit a clearly marked redacted version of the proposal at the time of submittal.

10. Right to Audit. The City Auditor may access proposer's records as described in San Diego Charter section 39.2 to confirm contract compliance.

B. PRICING

1. Fixed Price. All prices shall be firm, fixed, fully burdened, FOB destination, and include any applicable delivery or freight charges, and any other costs required to provide the requirements as specified in this RFP. The lowest total estimated contract price of all the proposals that meet the requirements of this RFP will receive the maximum assigned points to this category as set forth in this RFP. The other price schedules will be scored based on how much higher their total estimated contract prices compare with the lowest:

$$(1 - \frac{(\text{contract price} - \text{lowest price})}{\text{lowest price}}) \times \text{maximum points} = \text{points received}$$

For example, if the lowest total estimated contract price of all proposals is \$100, that proposal would receive the maximum allowable points for the price category. If the total

estimated contract price of another proposal is \$105 and the maximum allowable points is 60 points, then that proposal would receive $(1 - ((105 - 100) / 100) \times 60 = 57$ points, or 95% of the maximum points. The lowest score a proposal can receive for this category is zero points (the score cannot be a negative number). The City will perform this calculation for each Proposal.

2. Taxes and Fees. Taxes and applicable local, state, and federal regulatory fees should not be included in the price proposal. Applicable taxes and regulatory fees will be added to the net amount invoiced. The City is liable for state, city, and county sales taxes but is exempt from Federal Excise Tax and will furnish exemption certificates upon request. All or any portion of the City sales tax returned to the City will be considered in the evaluation of proposals.

3. Escalation. An escalation factor is not allowed unless called for in this RFP. If escalation is allowed, proposer must notify the City in writing in the event of a decline in market price(s) below the proposal price. At that time, the City will make an adjustment in the Contract or may elect to re-solicit.

4. Unit Price. Unless the proposer clearly indicates that the price is based on consideration of being awarded the entire lot and that an adjustment to the price was made based on receiving the entire proposal, any difference between the unit price correctly extended and the total price shown for all items shall be offered shall be resolved in favor of the unit price.

C. EVALUATION OF PROPOSALS

1. Award. The City shall evaluate each responsive proposal to determine which proposal offers the City the best value consistent with the evaluation criteria set forth herein. The proposer offering the lowest overall price will not necessarily be awarded a contract.

2. Sustainable Materials. Consistent with Council Policy 100-14, the City encourages use of readily recyclable submittal materials that contain post-consumer recycled content.

3. Evaluation Process.

3.1 Process for Award. A City-designated evaluation committee (Evaluation Committee) will evaluate and score all responsive proposals. The Evaluation Committee may require proposer to provide additional written or oral information to clarify responses. Upon completion of the evaluation process, the Evaluation Committee will recommend to the Purchasing Agent that award be made to the proposer with the highest scoring proposal.

3.2 Reserved.

3.3 Reserved.

3.4 Discussions/Negotiations. The City has the right to accept the proposal that serves the best interest of the City, as submitted, without discussion or negotiation. Contractors should, therefore, not rely on having a chance to discuss, negotiate, and adjust their proposals. The City may negotiate the terms of a contract with the winning proposer based on the RFP and the proposer's proposal, or award the contract without further negotiation.

3.5 Inspection. The City reserves the right to inspect the proposer’s equipment and facilities to determine if the proposer is capable of fulfilling this Contract. Inspection will include, but not limited to, survey of proposer’s physical assets and financial capability. Proposer, by signing the proposal agrees to the City’s right of access to physical assets and financial records for the sole purpose of determining proposer’s capability to perform the Contract. Should the City conduct this inspection, the City reserves the right to disqualify a proposer who does not, in the City’s judgment, exhibit the sufficient physical and financial resources to perform this Contract.

3.6 Evaluation Criteria. The following elements represent the evaluation criteria that will be considered during the evaluation process:

	MAXIMUM EVALUATION POINTS
A. Responsiveness to the RFP.	<u>25</u>
1. Requested information included and thoroughness of response	
2. Clarity and Conciseness of the response	
3. Understanding of the scope of work and ability to deliver as exhibited in the Executive Summary	
4. Acceptance of City standard documents, including Terms and Conditions, Statement of Work, and other provisions	
B. Organizational Experience and Past Performance.	35
1. Relevant experience of the Firm and subcontractors (if applicable)	
2. Past experience and prior performance with providing services in similar size and scope in government or commercial setting	
3. Demonstrated subject matter expertise	
4. Other pertinent experience and expertise	
C. Capability to Meet Service Needs.	25
1. Capacity/Capability to meet The City of San Diego needs in a timely manner	
2. Staffing Plan	
D. Price.	15
SUB TOTAL MAXIMUM EVALUATION POINTS:	<u>100</u>
E. Participation by Small Local Business Enterprise (SLBE) or Emerging Local Business Enterprise (ELBE) Firms*	12
FINAL MAXIMUM EVALUATION POINTS INCLUDING SLBE/ELBE:	<u><u>112</u></u>

*The City shall apply a maximum of an additional 12 percentage points to the proposer’s final score for SLBE OR ELBE participation. Refer to Equal Opportunity Contracting Form, Section V.

4. Rejection of All Proposals. The City may reject any and all proposals when to do so is in the City’s best interests.

D. ANNOUNCEMENT OF AWARD

1. Award of Contract. The City will inform all proposers of its intent to award a Contract in writing.

2. Obtaining Proposal Results. No solicitation results can be obtained until the City announces the proposal or proposals best meeting the City's requirements. Proposal results may be obtained by: (1) e-mailing a request to the City Contact identified on the eBidding System or (2) visiting the P&C eBidding System to review the proposal results. To ensure an accurate response, requests should reference the Solicitation Number. Proposal results will not be released over the phone.

3. Multiple Awards. City may award up to five (5) contracts.

E. PROTESTS. The City's protest procedures are codified in Chapter 2, Article 2, Division 30 of the San Diego Municipal Code (SDMC). These procedures provide unsuccessful proposers with the opportunity to challenge the City's determination on legal and factual grounds. The City will not consider or otherwise act upon an untimely protest.

F. SUBMITTALS REQUIRED UPON NOTICE OF INTENT TO AWARD. The successful proposer is required to submit the following documents to P&C **within ten (10) business days** from the date on the Notice of Intent to Award letter:

1. Insurance Documents. Evidence of all required insurance, including all required endorsements, as specified in Exhibit E. Special Provisions and Article VII of the General Contract Terms and Provisions (Exhibit C).

2. Taxpayer Identification Number. Internal Revenue Service (IRS) regulations require the City to have the correct name, address, and Taxpayer Identification Number (TIN) or Social Security Number (SSN) on file for businesses or persons who provide goods or services to the City. This information is necessary to complete Form 1099 at the end of each tax year. To comply with IRS regulations, the City requires each Contractor to provide a Form W-9 prior to the award of a Contract.

3. Business Tax Certificate. Unless the City Treasurer determines a business is exempt, all businesses that contract with the City must have a current business tax certificate.

4. Consultant Award Tracking Form.

5. Conflict of Interest Certification Form.

6. Sensitive Information Authorization Acknowledgement Form. Administrative Regulation 90.64. Contractor acknowledges and shall comply with the requirements in City of San Diego Administrative Regulation 90.64 PROTECTION OF SENSITIVE INFORMATION AND DATA to ensure the confidentiality and protection of sensitive information and data against unauthorized use. Contractor shall sign the City of San Diego "Sensitive Information Authorization Acknowledgement Form- City Contractors/Vendors" which includes a Policy Summary (pertinent excerpts from City Administrative Regulation 90.64).

The City may find the proposer to be non-responsive and award the Contract to the next highest scoring responsible and responsive proposer if the apparent successful proposer fails to timely provide the required information or documents.

EXHIBIT B SCOPE OF SERVICES

1. Overview of Requirements

The City of San Diego's Department of Information Technology (hereinafter "City") is seeking offers for the provision of Public Safety Communication Consulting Services ("Services").

The City currently has contracts in place for these services that are set to expire in February 2026. The goal of this RFP is award and execute contract(s) to continue these services. Historically the City has spent approximately \$450,000¹ over a five (5) year term.

Proposers should be especially mindful that, should they be awarded a Contract by the City for these Services, in order to avoid a conflict of interest and protect the integrity of the procurement process, they will be precluded from submitting a proposal in response to any RFP for the provision of wireless services, as a result of any specialist advice provided via the resulting Agreement. Qualified Consultants must be independent, vendor and manufacturer neutral, and act on behalf of, and in the best interests of the City.

2. RFP Objectives

The City intends to retain industry expertise that will result in:

- A high standard of advice and documentation that appropriately addresses all City business concerns; and
- Timely and effectual industry-leading advice, that will assist with ensuring the City continues to deliver outstanding Public Safety Communication services to its residents.

3. City of San Diego Background

The City of San Diego is the state of California's second largest city and the eighth largest city in the United States. It has a population of approximately 1.4 million residents. The City operates on a July – June fiscal year (FY). The City's total net operating and capital budget for fiscal year 2025 (FY25 – July 2024 to June 2025) is approximately \$5.65 billion. The City has approximately 13,000 full and part time employees in its regular workforce. At various times of the year, the regular workforce may be augmented by as many as 1,500 additional seasonal employees.

4. The Wireless Technology Services Division

The Wireless Technology Services Division ("Wireless Division") operates as a distinct subset of the Department of Information Technology ("DoIT") at the City. The Wireless Division is responsible for the provision and stewardship of critical Public Safety wireless infrastructure used by San Diego Police Department ("SDPD") and the San Diego Fire Rescue Department ("SDFD") to serve residents within the City of San Diego.

¹ This figure is provided for guidance purposes for Proposers only; the City is not bound to expend these funds and can choose to do so at its sole discretion.

The City is soliciting proposals for a wide variety of technical and operational Consultancy Services related to Public Safety Radio Communication Equipment, Technologies, Infrastructure, Emergency Response, Command & Control, Interoperable Communications, Integration Services, and support for 700/800 MHz, VHF, UHF, IP/MPLS wireless communications systems.

The City currently has a twenty (20) channel 700 MHz P25 Trunked Simulcast Radio System with seven (7) sites. The 700 MHz system also includes two Astro Site Repeaters (ASR's) for extended coverage. Additionally, the City of San Diego has a two (2) channel VHF P25 Analog Simulcast Radio System with seven (7) sites.

Table 1. City of San Diego airtime and PTTs for the period of Jan 1, 2024 to Dec 31, 2024

ID	Count	Unit
Push to Talk Transactions		
1	9,630,462	PTTs (annual)
2	802,539	PTTs per month (average)
Calls		
3	68,724,117.2	seconds (annual total)
4	5,727,009.77	seconds per month (average)
5	1,145,401.95	minutes (annual total)
6	95,450.16	minutes per month (average)
7	19,090.03	hours (annual total)
8	1,590.84	hours per month (average)

The radio communication systems operated by the City provides mission-critical voice and data services to law enforcement, fire and rescue, and other city and non-city agencies within the overall service area. The City provides communications services to key customer organizations with broad public safety responsibilities. In total, the Wireless Services Division supports nearly 10,000 mobile and portable radios.

The City of San Diego radio system customers include:

- City of San Diego Police Department;
- City of San Diego Fire-Rescue Department (includes Lifeguard);
- City of San Diego Public Utilities Department;
- City of San Diego Environmental Services Department;
- San Diego Unified School District;
- San Diego Community College District; and
- Ambulance/Paramedic Services.

5. Critical Success Factors

The City requires that the Services resulting from the Agreement assist in maintaining the following Critical Success Factors:

- Maintain 99.999% Service Availability at all times;
- Ensure seamless interoperability with regional partners;
- Ensure current security standards are met;
- Ensure software and hardware versions are current and can function across the communications ecosystem;
- Maintain FCC license and Spectrum compliance;
- Ensure 24x7x365 monitoring and support;
- Deliver value for money; and
- Optimize system scalability.

6. Selection Process

The City intends on awarding contracts for up to five (5) of the top scoring firms as a result of the evaluation process to provide services as described in this RFP. Services will be provided via the Work Order process as described below.

7. Work Order Requirements

Successful Proposer(s) shall perform certain tasks as described in this RFP on an as-needed basis when requested through a Work Order process as described in Exhibit H and are expected to work closely and collaboratively with designated City staff and with other successful Proposer(s) if applicable, to accomplish required tasks in an effective, professional, and timely manner.

Consulting services are to be provided by successful Proposers and will be authorized via a written Work Order that both the City and the successful Proposer(s) agree to by signature on the Work Order. The work defined in each Work Order will constitute a "Project". The cost for services may vary depending upon the amount of work estimated for a particular Project. As part of a Work Order, the requirements will be provided to successful Proposer(s) when the need for consulting services is identified. The successful Proposer(s) will use the Work Order requirements as a tool for providing an estimate to the City for required consulting services. If the City awarded contracts to multiple successful Proposers that could potentially perform the services described in a Work Order, then before authorizing a successful Proposer to perform the services described in a Work Order, the City will first send each such successful Proposer's authorized representative, via e-mail, U.S. mail or an express mail service, a Work Order information request. The successful Proposer will provide to the City, in its response to the Work Order proposal response, executive summary, project approach, team composition and availability, timelines, and pricing as described in Exhibit H. The successful Proposer's response to the Work Order request will be evaluated as described in Exhibit H. **The successful Proposer will be notified of Work Order acceptance or rejection via e-mail with the successful Proposer receiving a follow up request for signature on the Work Order.** Any changes to the scope, schedule, deliverables or compensation must be agreed to in advance by amendment to the Work Order.

Consulting Services often include work with short deadlines or with limited time for completion. Successful Proposers must be able to start the work per the Work Order in the timeframe agreed upon with the City.

8. Services Delivery

Services will be delivered to the City via a mix of onsite and offsite delivery:

Onsite attendance (at City facilities downtown San Diego, and to remote radio sites and dispatch centers around San Diego) may be required for key kick-off meetings, systems monitoring and analysis, technical reviews, some document reviews, presentations to City Council, Council Committees, Community meetings and any other meetings the City deems to be key as part of the delivery of Services.

Offsite delivery for other document reviews and project meetings will be facilitated via online meetings (e.g., Microsoft Teams). Depending on the projects and type of work being performed, the majority of the hours consumed under this engagement could be performed offsite or onsite; the City will be clear during its future request for quotations on what its requirements are in terms of physical presence for each piece of work.

9. Services Volume

Services will be requested by the City on an ad-hoc basis, dependent upon business priority.

A competitive bill-rate is requested as part of this solicitation for a variety of disciplines; the City will require the successful Proposer(s) to invoice based upon either the agreed Time-and- Materials rate, or a blended daily rate, or an agreed-upon fixed-fee schedule per Exhibit C – Terms and Conditions to this RFP. (The City also reserves the right to negotiate with Vendor, in good faith, the delivery of Services as described in Exhibit B – Scope of Services on a fixed-fee basis, as-and-when required.)

As an example, the City provides in Table 2 an estimate² for required hours for each of the following potential Wireless Technology Services Division projects:

Table 2. Estimated Volume of Hours for Each Wireless Procurement

Project	Estimated Hours
1. LMR Network/Interoperability	120
2. Microwave/MPLS Network Evaluation	120
3. Tower/Radio Site Management	100
4. FCC/Regulatory Support	40
5. SLA/MOU/RFP review	40
6. System Risk Assessment	160
7. Life Cycle Support	180
Total	760

These hours are not guaranteed and are provided as an estimate only; this list of future possible projects is provided for guidance only and is subject to change without notice,

and at the sole discretion of the City. The City reserves the right to request Services as-and-when required throughout the duration of the Contract.

10. Scope of Services

The successful Proposer(s) may be required to perform one or more of the following tasks under the resulting Agreement(s); this list is not exhaustive, and serves as an 'overarching' scope for future City Public Safety Communications Consultancy requirements:

10.1. Document and System Reviews

The successful Proposer(s) may be required to:

- a. Represent the City's interests in working with the chosen vendor for the system; viewing, evaluation and proposing recommendations for modifying system and network design;
- b. Review testing criteria/test plans and assist in network testing including coverage, throughput, capacity, cell/sector loading and redundancy/failover testing;
- c. Review the system testing results;
- d. Review, evaluation and proposing recommendations for modifications for Service Level Agreements and End User Agreements;
- e. Review, evaluate and develop procedures and testing criteria for compliance with FCC, and future FirstNet interoperability technical standards;
- f. Review the engineering services related to relocation or establishing new microwave links;
- g. Perform network analysis and assessment.
- h. Review network documentation including all modifications to documents as required for the City's technical staff to perform maintenance to these systems;
- i. Construction administration and project management support;
- j. Estimate, track, monitor and report status relating to technical, cost, schedule, and risk performance for assigned scope of work; and
- k. Communicate and develop different types of Senior-level management presentations of Program/Project status, issues, risks, and needs of the Program/Project, both in writing and via oral presentations.

10.2. Interference Investigation and Recommendation

The successful Proposer(s) will provide required services to ensure the system vendor uses the most appropriate and effective method to investigate, identify the source and make recommendations to resolve any interference issue that may arise related to microwave, LTE, or LMR networks.

10.3. FCC/Regulatory Support

The successful Proposer(s) may provide services to include:

- a. Review of vendor's actions licensing administration, including renewals, modifications, changes, construction extension requests, etc.;
- b. Review and evaluation of any possible new channels or frequencies to be provided/added if the system is changed or expanded; respond to requests from

outside agencies for concurrence for future co-channel or adjacent-channel applications;

- c. New license acquisition, as required; and
- d. Perform monitoring and advise for regulatory alerts (from APCO, FCC, NPSTC, and other regulatory bodies and services) of rule changes that could impact functionality or future integration.

10.4. Link Analysis & Path Study

The successful Proposer(s) may provide services to include:

- a. Project Management Support;
- b. Link Analysis and Path Study;
- c. FCC Regulatory Support;
- d. Verification and Validation of Equipment Compliance;
- e. Create and Facilitate Training;
- f. Wireless System Design verification;
- g. Wireless System functional validation and verification;
- h. Wireless Public Safety Communications Networks Project Technical Coordination;
- i. Wireless spectrum performance validation and verification; and
- j. Wireless interference analysis, verification and mitigation.
- k. Assess vendor recommendations relative to site locations, equipment, software, broadcast frequencies; and
- l. Review vendor prepared radio coverage maps and coverage predictions.

10.5. Systems Engineering

The successful Proposer(s) may provide services to include:

- a. Needs Assessment & Gap Analysis;
- b. Network Assessments & Recommendations & Technical Specifications Development;
- c. Stakeholder Engagement & User Requirements Capture;
- d. Strategic Planning of System Upgrades/Replacements & Conceptual Design;
- e. RF Coverage & Radio Propagation Analysis;
- f. Site Assessments & "Make Ready" Recommendations;
- g. Integration/validation of P25 standards based equipment and systems;
- h. Radio system backup/Disaster Recovery/System Restoration;
- i. NextGen Technologies; and
- j. DAS/BDA/ERRCS.

10.6. Systems Design & Implementation

The successful Proposer(s) may provide services to include:

- a. Vendor Evaluation, Assessment & Negotiations;
- b. Oversee Vendor Project Implementation Governance Strategy, Planning, & Management;
- c. System Operations & Management;
- d. Digital Transformation Projects;

- e. Training;
- f. Full Lifecycle Support, Technology Refresh;
- g. Software support;
- h. Site Surveys; and
- i. Site/Tower Management; physical facilities (radio towers, shelters, grounding, power systems, etc.).

10.7. Land Mobile Radio and Wireless Technologies

The successful Proposer(s) may provide services to include:

- a. Architectures: Simulcast, Multicast, Trunked, Repeated, Voted, Transmitter-Steered;
- b. Wireless Technologies;
- c. In-Building Distributed Antenna Systems DAS & BDA;
- d. Two Way Radio Frequency Bands (VHF, UHF, 700 MHZ, 800MHZ, 900MHZ, 4,9GHZ); and
- e. Fire Station Alerting.

10.8. Project Management & Systems Implementation

The successful Proposer(s) may provide services to include:

- a. PMI-compliant Project Planning, Management & Oversight;
- b. Project Scope Definition, User-Needs Capture, Stakeholder Validation & Requirements Verification;
- c. Procurement Strategy, Planning, Assistance, & Management;
- d. Technical Management & Oversight of Radio, Radio Dispatch Consoles, CAD/RMS, Mapping, GIS, Telephony Networks;
- e. Smartsheet® Certified Professionals; and
- f. Budgetary Equipment and Services Estimates.

10.9. FCC Licensing Services

The successful Proposer(s) may provide services to include:

- a. Frequency Search, Assessment & Acquisition;
- b. FCC License Submissions & Management;
- c. Region 43 & Others, Support; and
- d. Assist with Letters of Concurrence.

10.10. Grant Assistance & Strategic Plan & Fund Guidance

The successful Proposer(s) may provide services to include:

- a. Technology Strategic Plan Development;
- b. Organizational Change Management;
- c. Homeland Security Grant Assistance;
- d. Exercise Development & Oversight;
- e. Lessons Learned & After-Action Review Assessments; and
- f. Funding Models.

10.11. Documentation and Radio Programming Tasks

The successful Proposer(s) may provide services to include:

- a. Console/Resource Design;
- b. Developing Radio Templates/Fleet-maps;
- c. Radio reprogramming;
- d. Radio database management;
- e. Administrator Documentation;
- f. User Documentation; and
- g. Mutual Aid, Letters of Authorization, Programming Management.

10.12. Additional Technical Services

The successful Proposer(s) may assist the City in various technical initiatives, which include the following:

- a. Develop network addressing plan;
- b. Fiber optic network design and redundancy;
- c. Future expansion of communication systems particularly the impact of any system expansion on existing services;
- d. Assess compliance of equipment with established Technical Standards including ANSI/TIA, Project 25, 3GPP;
- e. Compliance with all minimum technical requirements and interconnection processes and procedures;
- f. Network capacity planning to include tower loading studies for existing sites and potential sites;
- g. Communications Network Security and Encryption design and implementation;
- h. compliance with state and federal requirements;
- i. IP network design and interface into other enterprise networks;
- j. Application integration, testing and deployment:
 - Voice over Internet Protocol (VOIP);
 - Voice over LTE;
 - Mission-Critical Push-to-Talk (MCPTT);
 - 2-way licensed radio (LMR) communications; and
 - Cellular (public safety and commercial LTE)
- k. Potential ability for network roaming/handover between City LMR and commercial LTE services;
- l. Network Interconnectivity/Roaming with other 700MHz Public Safety and Broadband Networks;
- m. Network Administration and System Maintenance Best Practices on Regional Networks;
- n. Explore possibilities for enhanced interoperability with neighboring public safety entities and seek to leverage existing regional infrastructure;
- o. Coordinate with the project stakeholders (Information Technology Division, School Police Department, Emergency Operations, Transportation Services Division, end users, Regional Agencies, as appropriate Program/Project Team

- members, etc.) and contractor on all aspects above;
- p. Maintain awareness of current and emerging trend technology within mobile communication domain and develop strategies to improve and develop technical roadmaps;
 - q. Develop and review metrics and defects trends, identify systemic root causes and process improvements; and
 - r. Communicate and develop different types of Senior-level management presentations of Program/Project status, issues, risks, and needs of the Program/Project, both in writing and via oral presentations.

10.13. General Responsibilities

The general, administrative roles of the Parties are described below:

Table 3. General Responsibilities of the Parties

Roles and Responsibilities	Successful Proposer(s)	City
1. Schedule all project meetings with appropriate attendees		X
2. Request, via email, attendance of Vendor at City project meetings		X
3. Attend, where requested by the City, project meetings onsite and offsite	X	
4. Plan and schedule milestone procurement meetings (including, but not limited to, technical reviews, evaluation meetings, site visits etc.)		X
5. Attend, where requested by the City, and provide expertise from suitably qualified SME personnel, milestone procurement meetings (including, but not limited to, technical reviews, evaluation meetings, site visits etc.).	X	
6. Plan and schedule City internal meetings, community meetings, and/or City legislative meetings for the approval of resulting contracts (including, but not limited to, Committee meetings, City Council meetings, Independent Budget Analyst meetings etc.)		X
7. Attend, where requested by the City, and provide expertise and support from suitably qualified personnel, City internal meetings, community meetings, and/or City legislative meetings for the approval of resulting contracts (including, but not limited to, Committee meetings, City Council meetings, Independent Budget Analyst meetings etc.)	X	
8. Where necessary, submit to City request to replace Vendor- provided Services delivery team member with suitably experienced and qualified personnel no less than fourteen (14) calendar days prior to Vendor-provided team member departure	X	
9. Review and approve or deny, request to replace Vendor- provided Services delivery team member		X

Roles and Responsibilities	Successful Proposer(s)	City
10. Provide periodic reports on Vendor's performance of Services, including the status of Services progress and completion of any negotiated milestones, as requested by the City	X	
11. Review and approve Vendor's periodic performance report		X
12. Submit invoices and underlying billing data to City on a monthly basis (unless otherwise specified in City Work Order), and in a timely and consistent manner	X	
13. Review and approve (or dispute) invoices and underlying billing data in a timely and consistent manner		X

11. Consultant Resource Responsibilities

The City requires that the Scope of Work is performed, at a minimum, by the following roles:

Table 4. Required Roles and Responsibilities

Required Role	Minimum Experience Expected for the Role
Senior Consultant & Engagement Lead	10 years' experience. BSEE, BSET, BS/Physics, or Bachelor's Degree with Professional Engineer (PE) License MSEE or MS/Physics (preferred) Network Certification, Radio Frequency Engineering Experience (design and implementation), LTE/Fiber/Microwave Backhaul Experience, Lifecycle Management/Technology Refresh Experience, Grants and Asset Management Experience
Project Manager	PMP certified 5+ years' experience: Public Safety Radio System Project Experience, LTE/Fiber/Microwave Backhaul Project Experience, Grants and Asset Management Experience
RF Engineer	Degreed engineer specializing in RF engineering. 5+ years' experience: Public Safety Radio System, Radio Frequency Engineering Experience (design and implementation), LTE/Fiber/Microwave Backhaul Experience
RF Technician	Hardware Provisioning Skills, BDA/DAS/ERRCS Experience, E911/PSAP/Dispatch Center Familiarity and Support Experience, Radio Site/Tower Management

Required Role	Minimum Experience Expected for the Role
Network Engineer	Degreed engineer specializing in Network engineering. 5+ years' experience in designing & implementing IP/MPLS networks. Interfacing P25 systems into IP/MPLS backhaul networks. Firewall configuration and implementation. Cisco: CCNA/CCIE Certifications Nokia (preferred): NRSI (minimum)/NRSII (preferred)/SRA Certifications Protocols: OSPF/BGP/MPLS Route Reflection/QoS/Route Policies Services: VPRN/VPLS/rVPLS/ VMware experience

12. Service Levels

It is essential that the Vendor will be able to ensure that deliverables are reviewed and provided to City in a timely manner. Vendor and City to agree to service terms in writing on a project-by-project basis.



THE CITY OF SAN DIEGO
GENERAL CONTRACT TERMS AND PROVISIONS
APPLICABLE TO GOODS, SERVICES, AND CONSULTANT CONTRACTS

ARTICLE I SCOPE AND TERM OF CONTRACT

1.1 Scope of Contract. The scope of contract between the City and a provider of goods and/or services (Contractor) is described in the Contract Documents. The Contract Documents are comprised of the Request for Proposal, Invitation to Bid, or other solicitation document (Solicitation); the successful bid or proposal; the letter awarding the contract to Contractor; the City's written acceptance of exceptions or clarifications to the Solicitation, if any; and these General Contract Terms and Provisions.

1.2 Effective Date. A contract between the City and Contractor (Contract) is effective on the last date that the contract is signed by the parties and approved by the City Attorney in accordance with Charter section 40. Unless otherwise terminated, this Contract is effective until it is completed or as otherwise agreed upon in writing by the parties, whichever is the earliest. A Contract term cannot exceed five (5) years unless approved by the City Council by ordinance.

1.3 Contract Extension. The City may, in its sole discretion, unilaterally exercise an option to extend the Contract as described in the Contract Documents. In addition, the City may, in its sole discretion, unilaterally extend the Contract on a month-to-month basis following contract expiration if authorized under Charter section 99 and the Contract Documents. Contractor shall not increase its pricing in excess of the percentage increase described in the Contract.

ARTICLE II CONTRACT ADMINISTRATOR

2.1 Contract Administrator. The Purchasing Agent or designee is the Contract Administrator for purposes of this Contract, and has the responsibilities described in this Contract, in the San Diego Charter, and in Chapter 2, Article 2, Divisions 5, 30, and 32.

2.1.1 Contractor Performance Evaluations. The Contract Administrator will evaluate Contractor's performance as often as the Contract Administrator deems necessary throughout the term of the contract. This evaluation will be based on criteria including the quality of goods or services, the timeliness of performance, and adherence to applicable laws, including prevailing wage and living wage. City will provide Contractors who receive an unsatisfactory rating with a copy of the evaluation and an opportunity to respond. City may consider final evaluations, including Contractor's response, in evaluating future proposals and bids for contract award.

2.2 Notices. Unless otherwise specified, in all cases where written notice is required under this Contract, service shall be deemed sufficient if the notice is personally delivered or deposited in the United States mail, with first class postage paid, attention to the Purchasing Agent. Proper notice is effective on the date of personal delivery or five (5) days after deposit in a United States postal mailbox unless provided otherwise in the Contract. Notices to the City shall be sent to:

Purchasing Agent
City of San Diego, Purchasing and Contracting Division
1200 3rd Avenue, Suite 200
San Diego, CA 92101-4195

ARTICLE III COMPENSATION

3.1 Manner of Payment. Contractor will be paid monthly, in arrears, for goods and/or services provided in accordance with the terms and provisions specified in the Contract.

3.2 Invoices.

3.2.1 Invoice Detail. Contractor's invoice must be on Contractor's stationary with Contractor's name, address, and remittance address if different. Contractor's invoice must have a date, an invoice number, a purchase order number, a description of the goods or services provided, and an amount due.

3.2.2 Service Contracts. Contractor must submit invoices for services to City by the 10th of the month following the month in which Contractor provided services. Invoices must include the address of the location where services were performed and the dates in which services were provided.

3.2.3 Goods Contracts. Contractor must submit invoices for goods to City within seven days of the shipment. Invoices must describe the goods provided.

3.2.4 Parts Contracts. Contractor must submit invoices for parts to City within seven calendar (7) days of the date the parts are shipped. Invoices must include the manufacturer of the part, manufacturer's published list price, percentage discount applied in accordance with Pricing Page(s), the net price to City, and an item description, quantity, and extension.

3.2.5 Extraordinary Work. City will not pay Contractor for extraordinary work unless Contractor receives prior written authorization from the Contract Administrator. Failure to do so will result in payment being withheld for services. If approved, Contractor will include an invoice that describes the work performed and the location where the work was performed, and a copy of the Contract Administrator's written authorization.

3.2.6 Reporting Requirements. Contractor must submit the following reports using the City's web-based contract compliance portal. Incomplete and/or delinquent reports may cause payment delays, non-payment of invoice, or both. For questions, please view the City's online tutorials on how to utilize the City's web-based contract compliance portal.

3.2.6.1 Monthly Employment Utilization Reports. Contractor and Contractor's subcontractors and suppliers must submit Monthly Employment Utilization Reports by the fifth (5th) day of the subsequent month.

3.2.6.2 Monthly Invoicing and Payments. Contractor and Contractor's subcontractors and suppliers must submit Monthly Invoicing and Payment Reports by the fifth (5th) day of the subsequent month.

3.3 Annual Appropriation of Funds. Contractor acknowledges that the Contract term may extend over multiple City fiscal years, and that work and compensation under this Contract is contingent on the City Council appropriating funding for and authorizing such work and compensation for those fiscal years. This Contract may be terminated at the end of the fiscal year for which sufficient funding is not appropriated and authorized. City is not obligated to pay Contractor for any amounts not duly appropriated and authorized by City Council.

3.4 Price Adjustments. Based on Contractor's written request and justification, the City may approve an increase in unit prices on Contractor's pricing pages consistent with the amount requested in the justification in an amount not to exceed the increase in the Consumer Price Index, San Diego Area, for All Urban Customers (CPI-U) as published by the Bureau of Labor Statistics, or 5.0%, whichever is less, during the preceding one year term. If the CPI-U is a negative number, then the unit prices shall not be adjusted for that option year (the unit prices will not be decreased). A negative CPI-U shall be counted against any subsequent increases in the CPI-U when calculating the unit prices for later option years. Contractor must provide such written request and justification no less than sixty days before the date in which City may exercise the option to renew the contract, or sixty days before the anniversary date of the Contract. Justification in support of the written request must include a description of the basis for the adjustment, the proposed effective date and reasons for said date, and the amount of the adjustment requested with documentation to support the requested change (e.g. CPI-U or 5.0%, whichever is less). City's approval of this request must be in writing.

ARTICLE IV SUSPENSION AND TERMINATION

4.1 City's Right to Suspend for Convenience. City may suspend all or any portion of Contractor's performance under this Contract at its sole option and for its convenience for a reasonable period of time not to exceed six (6) months. City must first give ten (10) days' written notice to Contractor of such suspension. City will pay to Contractor a sum equivalent to the reasonable value of the goods and/or services satisfactorily provided up to the date of suspension. City may rescind the suspension prior to or at six (6) months by providing Contractor with written notice of the rescission, at which time Contractor would be required to resume performance in compliance with the terms and provisions of this Contract. Contractor will be entitled to an extension of time to complete performance under the Contract equal to the length of the suspension unless otherwise agreed to in writing by the Parties.

4.2 City's Right to Terminate for Convenience. City may, at its sole option and for its convenience, terminate all or any portion of this Contract by giving thirty (30) days' written notice of such termination to Contractor. The termination of the Contract shall be effective upon receipt of the notice by Contractor. After termination of all or any portion of the Contract, Contractor shall: (1) immediately discontinue all affected performance (unless the notice directs otherwise); and (2) complete any and all additional work necessary for the orderly filing of

documents and closing of Contractor's affected performance under the Contract. After filing of documents and completion of performance, Contractor shall deliver to City all data, drawings, specifications, reports, estimates, summaries, and such other information and materials created or received by Contractor in performing this Contract, whether completed or in process. By accepting payment for completion, filing, and delivering documents as called for in this section, Contractor discharges City of all of City's payment obligations and liabilities under this Contract with regard to the affected performance.

4.3 City's Right to Terminate for Default. Contractor's failure to satisfactorily perform any obligation required by this Contract constitutes a default. Examples of default include a determination by City that Contractor has: (1) failed to deliver goods and/or perform the services of the required quality or within the time specified; (2) failed to perform any of the obligations of this Contract; and (3) failed to make sufficient progress in performance which may jeopardize full performance.

4.3.1 If Contractor fails to satisfactorily cure a default within ten (10) calendar days of receiving written notice from City specifying the nature of the default, City may immediately cancel and/or terminate this Contract, and terminate each and every right of Contractor, and any person claiming any rights by or through Contractor under this Contract.

4.3.2 If City terminates this Contract, in whole or in part, City may procure, upon such terms and in such manner as the Purchasing Agent may deem appropriate, equivalent goods or services and Contractor shall be liable to City for any excess costs. Contractor shall also continue performance to the extent not terminated.

4.4 Termination for Bankruptcy or Assignment for the Benefit of Creditors. If Contractor files a voluntary petition in bankruptcy, is adjudicated bankrupt, or makes a general assignment for the benefit of creditors, the City may at its option and without further notice to, or demand upon Contractor, terminate this Contract, and terminate each and every right of Contractor, and any person claiming rights by and through Contractor under this Contract.

4.5 Contractor's Right to Payment Following Contract Termination.

4.5.1 Termination for Convenience. If the termination is for the convenience of City an equitable adjustment in the Contract price shall be made. No amount shall be allowed for anticipated profit on unperformed services, and no amount shall be paid for an as needed contract beyond the Contract termination date.

4.5.2 Termination for Default. If, after City gives notice of termination for failure to fulfill Contract obligations to Contractor, it is determined that Contractor had not so failed, the termination shall be deemed to have been effected for the convenience of City. In such event, adjustment in the Contract price shall be made as provided in Section 4.3.2. City's rights and remedies are in addition to any other rights and remedies provided by law or under this Contract.

4.6 Remedies Cumulative. City's remedies are cumulative and are not intended to be exclusive of any other remedies or means of redress to which City may be lawfully entitled in case of any breach or threatened breach of any provision of this Contract.

ARTICLE V ADDITIONAL CONTRACTOR OBLIGATIONS

5.1 Inspection and Acceptance. The City will inspect and accept goods provided under this Contract at the shipment destination unless specified otherwise. Inspection will be made and acceptance will be determined by the City department shown in the shipping address of the Purchase Order or other duly authorized representative of City.

5.2 Responsibility for Lost or Damaged Shipments. Contractor bears the risk of loss or damage to goods prior to the time of their receipt and acceptance by City. City has no obligation to accept damaged shipments and reserves the right to return damaged goods, at Contractor's sole expense, even if the damage was not apparent or discovered until after receipt.

5.3 Responsibility for Damages. Contractor is responsible for all damage that occurs as a result of Contractor's fault or negligence or that of its' employees, agents, or representatives in connection with the performance of this Contract. Contractor shall immediately report any such damage to people and/or property to the Contract Administrator.

5.4 Delivery. Delivery shall be made on the delivery day specified in the Contract Documents. The City, in its sole discretion, may extend the time for delivery. The City may order, in writing, the suspension, delay or interruption of delivery of goods and/or services.

5.5 Delay. Unless otherwise specified herein, time is of the essence for each and every provision of the Contract. Contractor must immediately notify City in writing if there is, or it is anticipated that there will be, a delay in performance. The written notice must explain the cause for the delay and provide a reasonable estimate of the length of the delay. City may terminate this Contract as provided herein if City, in its sole discretion, determines the delay is material.

5.5.1 If a delay in performance is caused by any unforeseen event(s) beyond the control of the parties, City may allow Contractor to a reasonable extension of time to complete performance, but Contractor will not be entitled to damages or additional compensation. Any such extension of time must be approved in writing by City. The following conditions may constitute such a delay: war; changes in law or government regulation; labor disputes; strikes; fires, floods, adverse weather or other similar condition of the elements necessitating cessation of the performance; inability to obtain materials, equipment or labor; or other specific reasons agreed to between City and Contractor. This provision does not apply to a delay caused by Contractor's acts or omissions. Contractor is not entitled to an extension of time to perform if a delay is caused by Contractor's inability to obtain materials, equipment, or labor unless City has received, in a timely manner, documentary proof satisfactory to City of Contractor's inability to obtain materials, equipment, or labor, in which case City's approval must be in writing.

5.6 Restrictions and Regulations Requiring Contract Modification. Contractor shall immediately notify City in writing of any regulations or restrictions that may or will require Contractor to alter the material, quality, workmanship, or performance of the goods and/or services to be provided. City reserves the right to accept any such alteration, including any resulting reasonable price adjustments, or to cancel the Contract at no expense to the City.

5.7 Warranties. All goods and/or services provided under the Contract must be warranted by Contractor or manufacturer for at least twelve (12) months after acceptance by City, except automotive equipment. Automotive equipment must be warranted for a minimum of 12,000 miles or 12 months, whichever occurs first, unless otherwise stated in the Contract. Contractor is responsible to City for all warranty service, parts, and labor. Contractor is required to ensure that warranty work is performed at a facility acceptable to City and that services, parts, and labor are available and provided to meet City's schedules and deadlines. Contractor may establish a warranty service contract with an agency satisfactory to City instead of performing the warranty service itself. If Contractor is not an authorized service center and causes any damage to equipment being serviced, which results in the existing warranty being voided, Contractor will be liable for all costs of repairs to the equipment, or the costs of replacing the equipment with new equipment that meets City's operational needs.

5.8 Industry Standards. Contractor shall provide goods and/or services acceptable to City in strict conformance with the Contract. Contractor shall also provide goods and/or services in accordance with the standards customarily adhered to by an experienced and competent provider of the goods and/or services called for under this Contract using the degree of care and skill ordinarily exercised by reputable providers of such goods and/or services. Where approval by City, the Mayor, or other representative of City is required, it is understood to be general approval only and does not relieve Contractor of responsibility for complying with all applicable laws, codes, policies, regulations, and good business practices.

5.9 Records Retention and Examination. Contractor shall retain, protect, and maintain in an accessible location all records and documents, including paper, electronic, and computer records, relating to this Contract for five (5) years after receipt of final payment by City under this Contract. Contractor shall make all such records and documents available for inspection, copying, or other reproduction, and auditing by authorized representatives of City, including the Purchasing Agent or designee. Contractor shall make available all requested data and records at reasonable locations within City or County of San Diego at any time during normal business hours, and as often as City deems necessary. If records are not made available within the City or County of San Diego, Contractor shall pay City's travel costs to the location where the records are maintained and shall pay for all related travel expenses. Failure to make requested records available for inspection, copying, or other reproduction, or auditing by the date requested may result in termination of the Contract. Contractor must include this provision in all subcontracts made in connection with this Contract.

5.9.1 Contractor shall maintain records of all subcontracts entered into with all firms, all project invoices received from Subcontractors and Suppliers, all purchases of materials and services from Suppliers, and all joint venture participation. Records shall show name, telephone number including area code, and business address of each Subcontractor and Supplier, and joint venture partner, and the total amount actually paid to each firm. Project relevant records, regardless of tier, may be periodically reviewed by the City.

5.10 Quality Assurance Meetings. Upon City's request, Contractor shall schedule one or more quality assurance meetings with City's Contract Administrator to discuss Contractor's performance. If requested, Contractor shall schedule the first quality assurance meeting no later than eight (8) weeks from the date of commencement of work under the Contract. At the quality assurance meeting(s), City's Contract Administrator will provide Contractor with feedback, will note any deficiencies in Contract performance, and provide Contractor with an opportunity to address and correct such deficiencies. The total number of quality assurance meetings that may be required by City will depend upon Contractor's performance.

5.11 Duty to Cooperate with Auditor. The City Auditor may, in his sole discretion, at no cost to the City, and for purposes of performing his responsibilities under Charter section 39.2, review Contractor's records to confirm contract compliance. Contractor shall make reasonable efforts to cooperate with Auditor's requests.

5.12 Safety Data Sheets. If specified by City in the solicitation or otherwise required by this Contract, Contractor must send with each shipment one (1) copy of the Safety Data Sheet (SDS) for each item shipped. Failure to comply with this procedure will be cause for immediate termination of the Contract for violation of safety procedures.

5.13 Project Personnel. Except as formally approved by the City, the key personnel identified in Contractor's bid or proposal shall be the individuals who will actually complete the work. Changes in staffing must be reported in writing and approved by the City.

5.13.1 Criminal Background Certification. Contractor certifies that all employees working on this Contract have had a criminal background check and that said employees are clear of any sexual and drug related convictions. Contractor further certifies that all employees hired by Contractor or a subcontractor shall be free from any felony convictions.

5.13.2 Photo Identification Badge. Contractor shall provide a company photo identification badge to any individual assigned by Contractor or subcontractor to perform services or deliver goods on City premises. Such badge must be worn at all times while on City premises. City reserves the right to require Contractor to pay fingerprinting fees for personnel assigned to work in sensitive areas. All employees shall turn in their photo identification badges to Contractor upon completion of services and prior to final payment of invoice.

5.14 Standards of Conduct. Contractor is responsible for maintaining standards of employee competence, conduct, courtesy, appearance, honesty, and integrity satisfactory to the City.

5.14.1 Supervision. Contractor shall provide adequate and competent supervision at all times during the Contract term. Contractor shall be readily available to meet with the City. Contractor shall provide the telephone numbers where its representative(s) can be reached.

5.14.2 City Premises. Contractor's employees and agents shall comply with all City rules and regulations while on City premises.

5.14.3 Removal of Employees. City may request Contractor immediately remove from assignment to the City any employee found unfit to perform duties at the City. Contractor shall comply with all such requests.

5.15 Licenses and Permits. Contractor shall, without additional expense to the City, be responsible for obtaining any necessary licenses, permits, certifications, accreditations, fees and approvals for complying with any federal, state, county, municipal, and other laws, codes, and regulations applicable to Contract performance. This includes, but is not limited to, any laws or regulations requiring the use of licensed contractors to perform parts of the work.

5.16 Contractor and Subcontractor Registration Requirements. Prior to the award of the Contract or Task Order, Contractor and Contractor's subcontractors and suppliers must register with the City's web-based vendor registration and bid management system. The City may not award the Contract until registration of all subcontractors and suppliers is complete. In the event this requirement is not met within the time frame specified by the City, the City reserves the right to rescind the Contract award and to make the award to the next responsive and responsible proposer of bidder.

ARTICLE VI INTELLECTUAL PROPERTY RIGHTS

6.1 Rights in Data. If, in connection with the services performed under this Contract, Contractor or its employees, agents, or subcontractors, create artwork, audio recordings, blueprints, designs, diagrams, documentation, photographs, plans, reports, software, source code, specifications, surveys, system designs, video recordings, or any other original works of authorship, whether written or readable by machine (Deliverable Materials), all rights of Contractor or its subcontractors in the Deliverable Materials, including, but not limited to publication, and registration of copyrights, and trademarks in the Deliverable Materials, are the sole property of City. Contractor, including its employees, agents, and subcontractors, may not use any Deliverable Material for purposes unrelated to Contractor's work on behalf of the City without prior written consent of City. Contractor may not publish or reproduce any Deliverable Materials, for purposes unrelated to Contractor's work on behalf of the City, without the prior written consent of the City.

6.2 Intellectual Property Rights Assignment. For no additional compensation, Contractor hereby assigns to City all of Contractor's rights, title, and interest in and to the content of the Deliverable Materials created by Contractor or its employees, agents, or subcontractors, including copyrights, in connection with the services performed under this Contract. Contractor

shall promptly execute and deliver, and shall cause its employees, agents, and subcontractors to promptly execute and deliver, upon request by the City or any of its successors or assigns at any time and without further compensation of any kind, any power of attorney, assignment, application for copyright, patent, trademark or other intellectual property right protection, or other papers or instruments which may be necessary or desirable to fully secure, perfect or otherwise protect to or for the City, its successors and assigns, all right, title and interest in and to the content of the Deliverable Materials. Contractor also shall cooperate and assist in the prosecution of any action or opposition proceeding involving such intellectual property rights and any adjudication of those rights.

6.3 Contractor Works. Contractor Works means tangible and intangible information and material that: (a) had already been conceived, invented, created, developed or acquired by Contractor prior to the effective date of this Contract; or (b) were conceived, invented, created, or developed by Contractor after the effective date of this Contract, but only to the extent such information and material do not constitute part or all of the Deliverable Materials called for in this Contract. All Contractor Works, and all modifications or derivatives of such Contractor Works, including all intellectual property rights in or pertaining to the same, shall be owned solely and exclusively by Contractor.

6.4 Subcontracting. In the event that Contractor utilizes a subcontractor(s) for any portion of the work that comprises the whole or part of the specified Deliverable Materials to the City, the agreement between Contractor and the subcontractor shall include a statement that identifies the Deliverable Materials as a “works for hire” as described in the United States Copyright Act of 1976, as amended, and that all intellectual property rights in the Deliverable Materials, whether arising in copyright, trademark, service mark or other forms of intellectual property rights, belong to and shall vest solely with the City. Further, the agreement between Contractor and its subcontractor shall require that the subcontractor, if necessary, shall grant, transfer, sell and assign, free of charge, exclusively to City, all titles, rights and interests in and to the Deliverable Materials, including all copyrights, trademarks and other intellectual property rights. City shall have the right to review any such agreement for compliance with this provision.

6.5 Intellectual Property Warranty and Indemnification. Contractor represents and warrants that any materials or deliverables, including all Deliverable Materials, provided under this Contract are either original, or not encumbered, and do not infringe upon the copyright, trademark, patent or other intellectual property rights of any third party, or are in the public domain. If Deliverable Materials provided hereunder become the subject of a claim, suit or allegation of copyright, trademark or patent infringement, City shall have the right, in its sole discretion, to require Contractor to produce, at Contractor’s own expense, new non-infringing materials, deliverables or works as a means of remedying any claim of infringement in addition to any other remedy available to the City under law or equity. Contractor further agrees to indemnify, defend, and hold harmless the City, its officers, employees and agents from and against any and all claims, actions, costs, judgments or damages, of any type, alleging or threatening that any Deliverable Materials, supplies, equipment, services or works provided under this contract infringe the copyright, trademark, patent or other intellectual property or proprietary rights of any third party (Third Party Claim of Infringement). If a Third Party Claim

of Infringement is threatened or made before Contractor receives payment under this Contract, City shall be entitled, upon written notice to Contractor, to withhold some or all of such payment.

6.6 Software Licensing. Contractor represents and warrants that the software, if any, as delivered to City, does not contain any program code, virus, worm, trap door, back door, time or clock that would erase data or programming or otherwise cause the software to become inoperable, inaccessible, or incapable of being used in accordance with its user manuals, either automatically, upon the occurrence of licensor-selected conditions or manually on command. Contractor further represents and warrants that all third party software, delivered to City or used by Contractor in the performance of the Contract, is fully licensed by the appropriate licensor.

6.7 Publication. Contractor may not publish or reproduce any Deliverable Materials, for purposes unrelated to Contractor's work on behalf of the City without prior written consent from the City.

6.8 Royalties, Licenses, and Patents. Unless otherwise specified, Contractor shall pay all royalties, license, and patent fees associated with the goods that are the subject of this solicitation. Contractor warrants that the goods, materials, supplies, and equipment to be supplied do not infringe upon any patent, trademark, or copyright, and further agrees to defend any and all suits, actions and claims for infringement that are brought against the City, and to defend, indemnify and hold harmless the City, its elected officials, officers, and employees from all liability, loss and damages, whether general, exemplary or punitive, suffered as a result of any actual or claimed infringement asserted against the City, Contractor, or those furnishing goods, materials, supplies, or equipment to Contractor under the Contract.

ARTICLE VII INDEMNIFICATION AND INSURANCE

7.1 Indemnification. To the fullest extent permitted by law, Contractor shall defend (with legal counsel reasonably acceptable to City), indemnify, protect, and hold harmless City and its elected officials, officers, employees, agents, and representatives (Indemnified Parties) from and against any and all claims, losses, costs, damages, injuries (including, without limitation, injury to or death of an employee of Contractor or its subcontractors), expense, and liability of every kind, nature and description (including, without limitation, incidental and consequential damages, court costs, and litigation expenses and fees of expert consultants or expert witnesses incurred in connection therewith and costs of investigation) that arise out of, pertain to, or relate to, directly or indirectly, in whole or in part, any goods provided or performance of services under this Contract by Contractor, any subcontractor, anyone directly or indirectly employed by either of them, or anyone that either of them control. Contractor's duty to defend, indemnify, protect and hold harmless shall not include any claims or liabilities arising from the sole negligence or willful misconduct of the Indemnified Parties.

7.2 Insurance. Contractor shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property which may arise from or

in connection with the performance of the work hereunder and the results of that work by Contractor, his agents, representatives, employees or subcontractors.

Contractor shall provide, at a minimum, the following:

7.2.1 Commercial General Liability. Insurance Services Office Form CG 00 01 covering CGL on an “occurrence” basis, including products and completed operations, property damage, bodily injury, and personal and advertising injury with limits no less than \$1,000,000 per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (ISO CG 25 03 or 25 04) or the general aggregate limit shall be twice the required occurrence limit.

7.2.2 Commercial Automobile Liability. Insurance Services Office Form Number CA 0001 covering Code 1 (any auto) or, if Contractor has no owned autos, Code 8 (hired) and 9 (non-owned), with limit no less than \$1,000,000 per accident for bodily injury and property damage.

7.2.3 Workers' Compensation. Insurance as required by the State of California, with Statutory Limits, and Employer’s Liability Insurance with limit of no less than \$1,000,000 per accident for bodily injury or disease.

7.2.4 Professional Liability (Errors and Omissions). For consultant contracts, insurance appropriate to Consultant’s profession, with limit no less than \$1,000,000 per occurrence or claim, \$2,000,000 aggregate.

If Contractor maintains broader coverage and/or higher limits than the minimums shown above, City requires and shall be entitled to the broader coverage and/or the higher limits maintained by Contractor. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to City.

7.2.5 Other Insurance Provisions. The insurance policies are to contain, or be endorsed to contain, the following provisions:

7.2.5.1 Additional Insured Status. The City, its officers, officials, employees, and volunteers are to be covered as additional insureds on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of Contractor including materials, parts, or equipment furnished in connection with such work or operations. General liability coverage can be provided in the form of an endorsement to Contractor’s insurance (at least as broad as ISO Form CG 20 10 11 85 or if not available, through the addition of both CG 20 10, CG 20 26, CG 20 33, or CG 20 38; and CG 20 37 if a later edition is used).

7.2.5.2 Primary Coverage. For any claims related to this contract, Contractor's insurance coverage shall be primary coverage at least as broad as ISO CG 20 01 04 13 as respects the City, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by City, its officers, officials, employees, or volunteers shall be excess of Contractor's insurance and shall not contribute with it.

7.2.5.3 Notice of Cancellation. Each insurance policy required above shall provide that coverage shall not be canceled, except with notice to City.

7.2.5.4 Waiver of Subrogation. Contractor hereby grants to City a waiver of any right to subrogation which the Workers' Compensation insurer of said Contractor may acquire against City by virtue of the payment of any loss under such insurance. Contractor agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the City has received a waiver of subrogation endorsement from the insurer.

7.2.5.5 Claims Made Policies (applicable only to professional liability). The Retroactive Date must be shown, and must be before the date of the contract or the beginning of contract work. Insurance must be maintained and evidence of insurance must be provided for at least five (5) years after completion of the contract of work. If coverage is canceled or non-renewed, and not replaced with another claims-made policy form with a Retroactive Date prior to the contract effective date, Contractor must purchase "extended reporting" coverage for a minimum of five (5) years after completion of work.

7.3 Self Insured Retentions. Self-insured retentions must be declared to and approved by City. City may require Contractor to purchase coverage with a lower retention or provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention. The policy language shall provide, or be endorsed to provide, that the self-insured retention may be satisfied by either the named insured or City.

7.4 Acceptability of Insurers. Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A-VI, unless otherwise acceptable to City.

City will accept insurance provided by non-admitted, "surplus lines" carriers only if the carrier is authorized to do business in the State of California and is included on the List of Approved Surplus Lines Insurers (LASLI list). All policies of insurance carried by non-admitted carriers are subject to all of the requirements for policies of insurance provided by admitted carriers described herein.

7.5 Verification of Coverage. Contractor shall furnish City with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by City before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive Contractor's obligation to provide them. City reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

7.6 Special Risks or Circumstances. City reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.

7.7 Additional Insurance. Contractor may obtain additional insurance not required by this Contract.

7.8 Excess Insurance. All policies providing excess coverage to City shall follow the form of the primary policy or policies including but not limited to all endorsements.

7.9 Subcontractors. Contractor shall require and verify that all subcontractors maintain insurance meeting all the requirements stated herein, and Contractor shall ensure that City is an additional insured on insurance required from subcontractors. For CGL coverage, subcontractors shall provide coverage with a format at least as broad as the CG 20 38 04 13 endorsement.

ARTICLE VIII BONDS

8.1 Payment and Performance Bond. Prior to the execution of this Contract, City may require Contractor to post a payment and performance bond (Bond). The Bond shall guarantee Contractor's faithful performance of this Contract and assure payment to contractors, subcontractors, and to persons furnishing goods and/or services under this Contract.

8.1.1 Bond Amount. The Bond shall be in a sum equal to twenty-five percent (25%) of the Contract amount, unless otherwise stated in the Specifications. City may file a claim against the Bond if Contractor fails or refuses to fulfill the terms and provisions of the Contract.

8.1.2 Bond Term. The Bond shall remain in full force and effect at least until complete performance of this Contract and payment of all claims for materials and labor, at which time it will convert to a ten percent (10%) warranty bond, which shall remain in place until the end of the warranty periods set forth in this Contract. The Bond shall be renewed annually, at least sixty (60) days in advance of its expiration, and Contractor shall provide timely proof of annual renewal to City.

8.1.3 Bond Surety. The Bond must be furnished by a company authorized by the State of California Department of Insurance to transact surety business in the State of California and which has a current A.M. Best rating of at least "A-, VIII."

8.1.4 Non-Renewal or Cancellation. The Bond must provide that City and Contractor shall be provided with sixty (60) days' advance written notice in the event of non-renewal, cancellation, or material change to its terms. In the event of non-renewal, cancellation, or material change to the Bond terms, Contractor shall provide City with evidence of the new source of surety within twenty-one (21) calendar days after the date of the notice of non-renewal, cancellation, or material change. Failure to maintain the Bond, as required herein, in full force

and effect as required under this Contract, will be a material breach of the Contract subject to termination of the Contract.

8.2 Alternate Security. City may, at its sole discretion, accept alternate security in the form of an endorsed certificate of deposit, a money order, a certified check drawn on a solvent bank, or other security acceptable to the Purchasing Agent in an amount equal to the required Bond.

ARTICLE IX CITY-MANDATED CLAUSES AND REQUIREMENTS

9.1 Contractor Certification of Compliance. By signing this Contract, Contractor certifies that Contractor is aware of, and will comply with, these City-mandated clauses throughout the duration of the Contract.

9.1.1 Drug-Free Workplace Certification. Contractor shall comply with City's Drug-Free Workplace requirements set forth in Council Policy 100-17, which is incorporated into the Contract by this reference.

9.1.2 Contractor Certification for Americans with Disabilities Act (ADA) and State Access Laws and Regulations: Contractor shall comply with all accessibility requirements under the ADA and under Title 24 of the California Code of Regulations (Title 24). When a conflict exists between the ADA and Title 24, Contractor shall comply with the most restrictive requirement (i.e., that which provides the most access). Contractor also shall comply with the City's ADA Compliance/City Contractors requirements as set forth in Council Policy 100-04, which is incorporated into this Contract by reference. Contractor warrants and certifies compliance with all federal and state access laws and regulations and further certifies that any subcontract agreement for this contract contains language which indicates the subcontractor's agreement to abide by the provisions of the City's Council Policy and any applicable access laws and regulations.

9.1.3 Non-Discrimination Requirements.

9.1.3.1 Compliance with City's Equal Opportunity Contracting Program (EOCP). Contractor shall comply with City's EOCP Requirements. Contractor shall not discriminate against any employee or applicant for employment on any basis prohibited by law. Contractor shall provide equal opportunity in all employment practices. Prime Contractors shall ensure that their subcontractors comply with this program. Nothing in this Section shall be interpreted to hold a Prime Contractor liable for any discriminatory practice of its subcontractors.

9.1.3.2 Non-Discrimination Ordinance. Contractor shall not discriminate on the basis of race, gender, gender expression, gender identity, religion, national origin, ethnicity, sexual orientation, age, or disability in the solicitation, selection, hiring or treatment of subcontractors, vendors or suppliers. Contractor shall provide equal opportunity for subcontractors to participate in subcontracting opportunities. Contractor understands and agrees that violation of this clause shall be considered a material breach of the Contract and may result

in Contract termination, debarment, or other sanctions. Contractor shall ensure that this language is included in contracts between Contractor and any subcontractors, vendors and suppliers.

9.1.3.3 Compliance Investigations. Upon City's request, Contractor agrees to provide to City, within sixty calendar days, a truthful and complete list of the names of all subcontractors, vendors, and suppliers that Contractor has used in the past five years on any of its contracts that were undertaken within San Diego County, including the total dollar amount paid by Contractor for each subcontract or supply contract. Contractor further agrees to fully cooperate in any investigation conducted by City pursuant to City's Nondiscrimination in Contracting Ordinance. Contractor understands and agrees that violation of this clause shall be considered a material breach of the Contract and may result in Contract termination, debarment, and other sanctions.

9.1.4 Equal Benefits Ordinance Certification. Unless an exception applies, Contractor shall comply with the Equal Benefits Ordinance (EBO) codified in the San Diego Municipal Code (SDMC). Failure to maintain equal benefits is a material breach of the Contract.

9.1.5 Contractor Standards. Contractor shall comply with Contractor Standards provisions codified in the SDMC. Contractor understands and agrees that violation of Contractor Standards may be considered a material breach of the Contract and may result in Contract termination, debarment, and other sanctions.

9.1.6 Noise Abatement. Contractor shall operate, conduct, or construct without violating the City's Noise Abatement Ordinance codified in the SDMC.

9.1.7 Storm Water Pollution Prevention Program. Contractor shall comply with the City's Storm Water Management and Discharge Control provisions codified in Division 3 of Chapter 4 of the SDMC, as may be amended, and any and all applicable Best Management Practice guidelines and pollution elimination requirements in performing or delivering services at City owned, leased, or managed property, or in performance of services and activities on behalf of City regardless of location.

Contractor shall comply with the City's Jurisdictional Urban Runoff Management Plan encompassing Citywide programs and activities designed to prevent and reduce storm water pollution within City boundaries as adopted by the City Council on January 22, 2008, via Resolution No. 303351, as may be amended.

Contractor shall comply with each City facility or work site's Storm Water Pollution Prevention Plan, as applicable, and institute all controls needed while completing the services to minimize any negative impact to the storm water collection system and environment.

9.1.8 Service Worker Retention Ordinance. If applicable, Contractor shall comply with the Service Worker Retention Ordinance (SWRO) codified in the SDMC.

9.1.9 Product Endorsement. Contractor shall comply with Council Policy 000-41 which requires that other than listing the City as a client and other limited endorsements, any advertisements, social media, promotions or other marketing referring to the City as a user of a product or service will require prior written approval of the Mayor or designee. Use of the City Seal or City logos is prohibited.

9.1.10 Business Tax Certificate. Unless the City Treasurer determines in writing that a contractor is exempt from the payment of business tax, any contractor doing business with the City of San Diego is required to obtain a Business Tax Certificate (BTC) and to provide a copy of its BTC to the City before a Contract is executed.

9.1.11 Equal Pay Ordinance. Unless an exception applies, Contractor shall comply with the Equal Pay Ordinance codified in San Diego Municipal Code sections 22.4801 through 22.4809. Contractor shall certify in writing that it will comply with the requirements of the EPO.

9.1.11.1 Contractor and Subcontract Requirement. The Equal Pay Ordinance applies to any subcontractor who performs work on behalf of a Contractor to the same extent as it would apply to that Contractor. Any Contractor subject to the Equal Pay Ordinance shall require all of its subcontractors to certify compliance with the Equal Pay Ordinance in its written subcontracts.

ARTICLE X CONFLICT OF INTEREST AND VIOLATIONS OF LAW

10.1 Conflict of Interest Laws. Contractor is subject to all federal, state and local conflict of interest laws, regulations, and policies applicable to public contracts and procurement practices including, but not limited to, California Government Code sections 1090, *et. seq.* and 81000, *et. seq.*, and the Ethics Ordinance, codified in the SDMC. City may determine that Contractor must complete one or more statements of economic interest disclosing relevant financial interests. Upon City's request, Contractor shall submit the necessary documents to City.

10.2 Contractor's Responsibility for Employees and Agents. Contractor is required to establish and make known to its employees and agents appropriate safeguards to prohibit employees from using their positions for a purpose that is, or that gives the appearance of being, motivated by the desire for private gain for themselves or others, particularly those with whom they have family, business or other relationships.

10.3 Contractor's Financial or Organizational Interests. In connection with any task, Contractor shall not recommend or specify any product, supplier, or contractor with whom Contractor has a direct or indirect financial or organizational interest or relationship that would violate conflict of interest laws, regulations, or policies.

10.4 Certification of Non-Collusion. Contractor certifies that: (1) Contractor's bid or proposal was not made in the interest of or on behalf of any person, firm, or corporation not identified; (2) Contractor did not directly or indirectly induce or solicit any other bidder or proposer to put in a sham bid or proposal; (3) Contractor did not directly or indirectly induce or

solicit any other person, firm or corporation to refrain from bidding; and (4) Contractor did not seek by collusion to secure any advantage over the other bidders or proposers.

10.5 Hiring City Employees. This Contract shall be unilaterally and immediately terminated by City if Contractor employs an individual who within the twelve (12) months immediately preceding such employment did in his/her capacity as a City officer or employee participate in negotiations with or otherwise have an influence on the selection of Contractor.

ARTICLE XI DISPUTE RESOLUTION

11.1 Mediation. If a dispute arises out of or relates to this Contract and cannot be settled through normal contract negotiations, Contractor and City shall use mandatory non-binding mediation before having recourse in a court of law.

11.2 Selection of Mediator. A single mediator that is acceptable to both parties shall be used to mediate the dispute. The mediator will be knowledgeable in the subject matter of this Contract, if possible.

11.3 Expenses. The expenses of witnesses for either side shall be paid by the party producing such witnesses. All other expenses of the mediation, including required traveling and other expenses of the mediator, and the cost of any proofs or expert advice produced at the direct request of the mediator, shall be borne equally by the parties, unless they agree otherwise.

11.4 Conduct of Mediation Sessions. Mediation hearings will be conducted in an informal manner and discovery will not be allowed. The discussions, statements, writings and admissions will be confidential to the proceedings (pursuant to California Evidence Code sections 1115 through 1128) and will not be used for any other purpose unless otherwise agreed by the parties in writing. The parties may agree to exchange any information they deem necessary. Both parties shall have a representative attend the mediation who is authorized to settle the dispute, though City's recommendation of settlement may be subject to the approval of the Mayor and City Council. Either party may have attorneys, witnesses or experts present.

11.5 Mediation Results. Any agreements resulting from mediation shall be memorialized in writing. The results of the mediation shall not be final or binding unless otherwise agreed to in writing by the parties. Mediators shall not be subject to any subpoena or liability, and their actions shall not be subject to discovery.

ARTICLE XII MANDATORY ASSISTANCE

12.1 Mandatory Assistance. If a third party dispute or litigation, or both, arises out of, or relates in any way to the services provided to the City under a Contract, Contractor, its agents, officers, and employees agree to assist in resolving the dispute or litigation upon City's request. Contractor's assistance includes, but is not limited to, providing professional consultations,

attending mediations, arbitrations, depositions, trials or any event related to the dispute resolution and/or litigation.

12.2 Compensation for Mandatory Assistance. City will compensate Contractor for fees incurred for providing Mandatory Assistance. If, however, the fees incurred for the Mandatory Assistance are determined, through resolution of the third party dispute or litigation, or both, to be attributable in whole, or in part, to the acts or omissions of Contractor, its agents, officers, and employees, Contractor shall reimburse City for all fees paid to Contractor, its agents, officers, and employees for Mandatory Assistance.

12.3 Attorneys' Fees Related to Mandatory Assistance. In providing City with dispute or litigation assistance, Contractor or its agents, officers, and employees may incur expenses and/or costs. Contractor agrees that any attorney fees it may incur as a result of assistance provided under Section 12.2 are not reimbursable.

ARTICLE XIII MISCELLANEOUS

13.1 Headings. All headings are for convenience only and shall not affect the interpretation of this Contract.

13.2 Non-Assignment. Contractor may not assign the obligations under this Contract, whether by express assignment or by sale of the company, nor any monies due or to become due under this Contract, without City's prior written approval. Any assignment in violation of this paragraph shall constitute a default and is grounds for termination of this Contract at the City's sole discretion. In no event shall any putative assignment create a contractual relationship between City and any putative assignee.

13.3 Independent Contractors. Contractor and any subcontractors employed by Contractor are independent contractors and not agents of City. Any provisions of this Contract that may appear to give City any right to direct Contractor concerning the details of performing or providing the goods and/or services, or to exercise any control over performance of the Contract, shall mean only that Contractor shall follow the direction of City concerning the end results of the performance.

13.4 Subcontractors. All persons assigned to perform any work related to this Contract, including any subcontractors, are deemed to be employees of Contractor, and Contractor shall be directly responsible for their work.

13.5 Covenants and Conditions. All provisions of this Contract expressed as either covenants or conditions on the part of City or Contractor shall be deemed to be both covenants and conditions.

13.6 Compliance with Controlling Law. Contractor shall comply with all applicable local, state, and federal laws, regulations, and policies. Contractor's act or omission in violation of applicable local, state, and federal laws, regulations, and policies is grounds for contract

termination. In addition to all other remedies or damages allowed by law, Contractor is liable to City for all damages, including costs for substitute performance, sustained as a result of the violation. In addition, Contractor may be subject to suspension, debarment, or both.

13.7 Governing Law. The Contract shall be deemed to be made under, construed in accordance with, and governed by the laws of the State of California without regard to the conflicts or choice of law provisions thereof.

13.8 Venue. The venue for any suit concerning solicitations or the Contract, the interpretation of application of any of its terms and conditions, or any related disputes shall be in the County of San Diego, State of California.

13.9 Successors in Interest. This Contract and all rights and obligations created by this Contract shall be in force and effect whether or not any parties to the Contract have been succeeded by another entity, and all rights and obligations created by this Contract shall be vested and binding on any party's successor in interest.

13.10 No Waiver. No failure of either City or Contractor to insist upon the strict performance by the other of any covenant, term or condition of this Contract, nor any failure to exercise any right or remedy consequent upon a breach of any covenant, term, or condition of this Contract, shall constitute a waiver of any such breach of such covenant, term or condition. No waiver of any breach shall affect or alter this Contract, and each and every covenant, condition, and term hereof shall continue in full force and effect without respect to any existing or subsequent breach.

13.11 Severability. The unenforceability, invalidity, or illegality of any provision of this Contract shall not render any other provision of this Contract unenforceable, invalid, or illegal.

13.12 Drafting Ambiguities. The parties acknowledge that they have the right to be advised by legal counsel with respect to the negotiations, terms and conditions of this Contract, and the decision of whether to seek advice of legal counsel with respect to this Contract is the sole responsibility of each party. This Contract shall not be construed in favor of or against either party by reason of the extent to which each party participated in the drafting of the Contract.

13.13 Amendments. Neither this Contract nor any provision hereof may be changed, modified, amended or waived except by a written agreement executed by duly authorized representatives of City and Contractor. Any alleged oral amendments have no force or effect. The Purchasing Agent must sign all Contract amendments.

13.14 Conflicts Between Terms. If this Contract conflicts with an applicable local, state, or federal law, regulation, or court order, applicable local, state, or federal law, regulation, or court order shall control. Varying degrees of stringency among the main body of this Contract, the exhibits or attachments, and laws, regulations, or orders are not deemed conflicts, and the most stringent requirement shall control. Each party shall notify the other immediately upon the identification of any apparent conflict or inconsistency concerning this Contract.

13.15 Survival of Obligations. All representations, indemnifications, warranties, and guarantees made in, required by, or given in accordance with this Contract, as well as all continuing obligations indicated in this Contract, shall survive, completion and acceptance of performance and termination, expiration or completion of the Contract.

13.16 Confidentiality of Services. All services performed by Contractor, and any sub-contractor(s) if applicable, including but not limited to all drafts, data, information, correspondence, proposals, reports of any nature, estimates compiled or composed by Contractor, are for the sole use of City, its agents, and employees. Neither the documents nor their contents shall be released by Contractor or any subcontractor to any third party without the prior written consent of City. This provision does not apply to information that: (1) was publicly known, or otherwise known to Contractor, at the time it was disclosed to Contractor by City; (2) subsequently becomes publicly known through no act or omission of Contractor; or (3) otherwise becomes known to Contractor other than through disclosure by City.

13.17 Insolvency. If Contractor enters into proceedings relating to bankruptcy, whether voluntary or involuntary, Contractor agrees to furnish, by certified mail or electronic commerce method authorized by the Contract, written notification of the bankruptcy to the Purchasing Agent and the Contract Administrator responsible for administering the Contract. This notification shall be furnished within five (5) days of the initiation of the proceedings relating to bankruptcy filing. This notification shall include the date on which the bankruptcy petition was filed, the identity of the court in which the bankruptcy petition was filed, and a listing of City contract numbers and contracting offices for all City contracts against which final payment has not been made. This obligation remains in effect until final payment is made under this Contract.

13.18 No Third Party Beneficiaries. Except as may be specifically set forth in this Contract, none of the provisions of this Contract are intended to benefit any third party not specifically referenced herein. No party other than City and Contractor shall have the right to enforce any of the provisions of this Contract.

13.19 Actions of City in its Governmental Capacity. Nothing in this Contract shall be interpreted as limiting the rights and obligations of City in its governmental or regulatory capacity.

Exhibit D – Cost/Price Proposal

Section A. Common Project Cost (for Evaluation Purposes Only)

Proposers are to provide the hourly fees for the various vendor roles in the table below. Proposers are also to complete the Extended Cost column as well by multiplying the “Hourly Fee” for each category by the corresponding “Typical Hours” for a common project. The Hourly Fee rates entered on this table must match the rates in Section B. below.

Please Note: The quantity of hours provided in this table are for evaluation purposes only and are not necessarily representative of the actual hours that will be required for each of these roles on all projects.

Vendor Role	Typical Hours	Hourly Fee	Extended Cost (Typical Hours x Hourly Fee)
Lead Consultant	10	\$ 281	\$ \$2,810
Project Manager	28	\$ 206	\$ \$5,768
RF Engineer	42	\$ 252	\$ \$10,584
RF/Network Field Technician	20	\$ 245	\$ \$4,900
TOTAL SECTION A			\$ \$24,062

Section B. Compensation and Fee Schedule

1. Services Pricing

Proposers must provide pricing for the Services described in this RFP per both models (Time and Materials, and a **Blended hourly rate**) referenced below. Proposers must submit a single rate for each role, as opposed to a range.

The City reserves the right to request services rendered based on either model, throughout the duration of the Contract. (A description of Required Roles and Responsibilities is provided in Table 4. In Exhibit B. Scope of Services)

Table 1. Pricing Model 1 - Time & Materials Rate per Hour

Required Role	Fee (\$ per hour)
Lead Consultant	\$ 281
Project Manager	\$ 206
RF Engineer	\$ 252

Network Engineer	\$ 252
Project Administrator	\$ 241
RF/Network Field Technician	\$ 245
Community Consultant	\$ 252
Other (<i>vendor complete</i>) Site Manager	\$ 245

Table 2. Pricing Model 2 - Blended Rate per Hour

Type	Blended Rate (\$ per Hour)
Blended Rate (inclusive of each of the Roles described in Table 1 above)	\$ 246.75

Note: The City rates per the above Pricing Template must be inclusive of any travel or expenses incurred through the provision of Services in the cost of the Services, within their Time and Materials and Blended rates for their Proposal.

2. Fixed-Price Deliverables Pricing

The City reserves the right under this Contract to negotiate with successful Proposer(s), in good faith, the delivery of Services as described in Exhibit B – Scope of Services on a fixed-fee basis, as-and- when required.

Exhibit E – Special Provisions

Where a conflict may exist, the following Special Provisions will prevail in precedence over the conflicting term within the General Terms and Provisions provided at Exhibit C – General Terms and Provisions.

1. **Sub-contractors and/or sub-consultants.** Successful Proposer(s) will disclose to the City the name(s) and location(s) of any third party sub-contracted under this Agreement for the Services. City must review and approve, in writing, any and all proposed sub-contractors with respect to the proposed Services.
2. **Travel Expenses.** The City requires for the successful Proposer(s) to include any travel or expenses incurred through the provision of Services in the cost of the Services, within their Time and Materials and Blended rates for their Proposal. The City will not accept any invoices for any expenses or costs incurred outside of successful Proposer(s) hourly rates.
3. **Additional Insurance.** Successful Proposer(s) will, at a minimum, provide evidence of the following insurance policies (including levels of coverage) along with the coverages outlined in Article VII of the General Contract Terms and Provisions (Exhibit C):
 - 3.1. **Commercial General Liability (CGL):** covering CGL on an “occurrence” basis, including products and completed operations, property damage, bodily injury and personal & advertising injury with limits no less than **\$2,000,000** per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location or the general aggregate limit shall be twice the required occurrence limit.
 - 3.2. **Professional Liability (Errors and Omissions):** Insurance appropriate to the Contractor’s profession, with limit no less than **\$2,000,000** per occurrence or claim, **\$4,000,000** aggregate.

Exhibit F – Acronyms

3GPP	3rd Generation Partnership Project
ANSI	American National Standards Institute
APCO	Association of Public-Safety Communications Officials
ASR	Astro Site Repeater
CCIE	Cisco Certified Internetwork Expert
CCNA	Cisco Certified Network Associate
DoIT	Department of Information Technology
FCC	Federal Communications Commission
IP	Internet Protocol
IR	IntelliRepeater
LMR	Land Mobile Radio
LTE	Long-term Evolution
MCPTT	Mission Critical Push To Talk
MHz	MegaHertz
MPLS	Multiprotocol Label Switching
NPSTC	National Public Safety Telecommunications Council
P25	Project 25
PTT	Push To Talk
RF	Radio Frequency
RFP	Request for Proposal
rVPLS	Routed Virtual Private LAN Service
SDFD	San Diego Fire Department
SDPD	San Diego Police Department
SLR	Service Level Requirement
SME	Subject Matter Expert
UHF	Ultra-high Frequency
VHF	Very High Frequency
VOIP	Voice Over Internet Protocol
VPLS	Virtual Private LAN Service
VPRN	Virtual Private Routed Network

Exhibit G – Example Project

This Exhibit is provided in order that Proposers might understand the composition of a typical project that might be issued as a Work Order Request, as a result of this RFP.

ID	Task	Hours
1	Project Kick Off Meeting	2
2	Review LMR System FCC Licensing	16
3	Perform Radio Tower Mapping Analysis and Provide Report/Documentation	27
4	Review LMR Coverage Maps	40
5	Perform Interference Monitoring/Data Collection	15
	Total:	100

Exhibit H – Work Order Request Template

This Exhibit is provided in order that Proposers might understand the future form and standards that the City intends to use for requesting Work Order proposals under the resulting Agreement(s).

The City reserves the right to amend this standard form at its own discretion, through the course of any resulting Agreement(s).

All Work Orders will be performed according to the Terms and Conditions described within the resulting Agreement(s) between the Proposer and the City.

For the avoidance of doubt, for each Work Order it issues, the City will complete the items below where the *font is blue*. The successful Proposer(s) will populate the ‘Consultant Work Order Proposal Response’ section.

1. Work Order Instructions:

The administrative requirements for this Work Order are as follows:

ID	Item	Detail
1	Work Order Request Title:	<i>Project name</i>
2	Work Order Request No.:	<i>01</i>
3	Work Order Request Date:	<i>January 1, 2026</i>
4	Consultant Questions Deadline:	<i>January 15, 2026 at 12:00 p.m. PT</i>
5	Work Order Proposal Deadline:	<i>January 21, 2026 at 12:00 p.m. PT</i>
6	Work Order Proposals should be submitted to the following:	<i>firstname.lastname@sandiego.gov</i>

2. Work Order Award Criteria:

The criteria for selecting the most responsive proposal (subject to change for each Work Order) is described below:

ID	Item	Points
1	Project Approach	<i>30</i>
2	Project Team Composition and Availability	<i>30</i>
3	Project Timelines	<i>10</i>
4	Project Cost	<i>30</i>
5	Other (<i>subject to change for each Work Order</i>):	<i>0</i>
Maximum Available Points:		100

3. City of San Diego Requirements

3.1. Objectives:

City to populate Objectives, per Work Order

3.2. Project Overview:

City to populate Project Overview, per Work Order

3.3. Key Constraints and Timelines:

City to populate Key Constraints and Timelines, per Work Order

3.4. Key Deliverables:

City to populate Key Deliverables, per Work Order

3.5. Other Information and Attachments:

City to populate other pertinent information, per Work Order

4. Consultant Work Order Proposal Response

4.1. Executive Summary:

4.2. Project Approach:

4.3. Team Composition and Availability:

4.4. Timelines:

4.5. Work Order Pricing:

EXHIBIT I: Interrogatories Response Template		Proposer Completes <small>(note: Proposers should not alter the format of this response sheet)</small>
ID	City Question	Proposer Response
1 Organizational and Key Team Member Experience and Qualifications		PROPOSER (ORGANIZATION) NAME HERE: ADCOMM Engineering LLC
1.01	<p>Describe the following:</p> <ul style="list-style-type: none"> a. Your proposed organization's experience in performing the Services (or services of a similar nature), described in this RFP b. Statement of interest in providing these as-needed consulting services c. Primary point of contact (name, title, phone, email) d. Confirm whether the prime consultant (your organization) has worked with proposed sub-consultant(s) on similar projects in the last three (3) years? If yes, provide details of the project, each firm's role on the project and the dates the services were performed. Limit examples to one (1) project for each sub-consultant firm. e. Additional sub-contractor/sub-consultant information (if applicable): <ul style="list-style-type: none"> -Describe the type(s) of expertise that each sub-contractor/sub-consultant on your team can provide -How long has each sub-contractor/sub-consultant on your team provided these type(s) of expertise 	<p>See TAB B Section 2.13</p> <p>Section(s) 2.BROPOSER'S RESPONSE TO THE RFP 2.1Organizational and Key Team Member Experience and Qualifications 2.1.1Organizational Experience and Qualifications</p>
1.02	<p>Briefly describe the extent of your proposed team's experience with respect to:</p> <ul style="list-style-type: none"> a. Interoperability b. Microwave/MPLS Networks c. Tower/Radio Site management d. FCC/Regulatory Support e. Life Cycle Support, Technology Refresh f. Any additional experience related to the Scope of Services 	<p>See TAB B Section 2.13</p> <p>Section(s) 2.BROPOSER'S RESPONSE TO THE RFP 2.1Organizational and Key Team Member Experience and Qualifications 2.1.2Project Team Skills and Experience</p>
1.03	<p>Provide a resume for the proposed team members for this Agreement (if awarded), demonstrating their previous experience with similar Public Safety Communication Consulting Services engagements, for each of the following:</p> <ul style="list-style-type: none"> -Lead Consultant -Project Manager -RF Engineer -Network Engineer -RF Technician <p>For each of the above roles provide up to three (3) examples of prior relevant projects; include the name of project(s); dates of the project(s); and roles/responsibilities for each team member on those project(s); and Demonstrate his/her understanding of public agency regulations/procedures.</p>	<p>See TAB B Section 2.13</p> <p>Section(s) 2.BROPOSER'S RESPONSE TO THE RFP 2.1Organizational and Key Team Member Experience and Qualifications 2.1.3Team Members Resumes and Experience</p>
2 Past Performance		
2.01	<p>Reference 1 Provide a reference for your proposal (from the last five years), inclusive of:</p> <ul style="list-style-type: none"> a. Company name b. Contact name and role c. Contact details (email, phone) e. Location f. Contract Amount g. Brief description of services 	<p>See TAB B Section 2.13</p> <p>Section(s) 2.2Past Performance 2.2.1Reference 1: SNO911</p>
2.02	<p>Reference 2 Provide a reference for your proposal (from the last five years), inclusive of:</p> <ul style="list-style-type: none"> a. Company name b. Contact name and role c. Contact details (email, phone) e. Location f. Contract Amount g. Brief description of services 	<p>See TAB B Section 2.13</p> <p>Section(s) 2.2Past Performance 2.2.2Reference 2: TCOMM</p>
2.03	<p>Reference 3 Provide a reference for your proposal (from the last five years), inclusive of:</p> <ul style="list-style-type: none"> a. Company name b. Contact name and role c. Contact details (email, phone) e. Location f. Contract Amount g. Brief description of services 	<p>See TAB B Section 2.13</p> <p>Section(s) 2.2Past Performance 2.2.3Reference 3: Golden Gate Bridge, Highway & Transportation District</p>
3 Project Delivery Approach and Delivered Business Results		



EXHIBIT I: Interrogatories Response Template		Proposer Completes <small>(note: Proposers should not alter the format of this response sheet)</small>
ID	City Question	Proposer Response
3.01	<p>Briefly, describe the following:</p> <ul style="list-style-type: none"> a. How your organization develops a work plan b. Who is involved in the decision-making process for the development of the workplan c. How your work plan addresses contingencies that may arise during a project d. Your organizations' experience with functional validation and verification in landmobile radio P25 systems e. Your organizations' experience with Public Safety Communications Project technical coordination with vendors f. Your organization's approach to ensuring a manufacturer meets the technical requirements of an awarded contract g. Your organization's approach to wireless spectrum coverage validation and verification in a land mobile radio P25 system h. Your organization's approach to wireless spectrum interference analysis, verification and mitigation in a land mobile radio system i. Your organization's experience and approach in establishing training for land mobile radio systems 	<p>See TAB B Section 2.13</p> <p>Section(s) 2.3Project Delivery Approach and Delivered Business Results 2.3.1Work Plan Development</p>
3.02	<p>Briefly, provide an overview of the quantifiable results (e.g. reduction in contract costs, increase in customer satisfaction, innovative solutioning, reduction in contractual risks) directly attributable to the provision of your organization's expertise and consultancy services for Public Safety Communication Consulting Services.</p> <p>Provide one (1) example, describing the context of each scenario, the extent of your engagement and services rendered, the results attained, and by whom.</p>	<p>See TAB B Section 2.13</p> <p>Section(s) 2.3Project Delivery Approach and Delivered Business Results 2.3.2Delivered Business Results</p>
4	Additional Considerations	
4.01	<p>As a subject matter expert in the Public Safety Communication Consulting Services please identify and summarize any additional considerations that would be in the best interest of the City of San Diego which have not already been incorporated into the RFP (i.e. why your firm is best suited for this engagement, your firm's commitment to delivering high-quality services).</p>	<p>See TAB B Section 2.13</p> <p>Section(s) 2.4Additional Considerations</p>



TAB A: Submission of Information and Forms

Completed and Signed Contract Signature Page

2.1 COMPLETED AND SIGNED CONTRACT SIGNATURE PAGE. IF ANY ADDENDA ARE ISSUED, THE LATEST ADDENDUM CONTRACT SIGNATURE PAGE IS REQUIRED.



Request for Proposal (RFP) for Public Safety Communication Consulting Services

ADDENDUM A

Solicitation Number:	10090304-25-S
Solicitation Issue Date:	June 24, 2025
Pre-Proposal Conference:	No Pre-Proposal Conference will be held.
Questions and Comments Due:	July 2, 2025 @ 12:00 p.m.
Proposal Due Date and Time ("Closing Date"):	July 31, 2025 @ 2:00 p.m.
Contract Terms:	Five (5) years from the Effective Date, as defined in Article I, Section 1.2 of the City's General Contract Terms and Provisions.
City Contact:	Sandra M. Vasquez, Supervising Procurement Contracting Officer SMVasquez@saniego.gov (619) 236-6032
Submissions:	Proposer is required to provide one (1) original hard copy and one (1) electronic copy (e.g., thumb drive or CD), or an electronic bid via PlanetBids, of their response as described herein. The City may require Proposers to submit original hard copies prior to execution of the contract if the PlanetBids electronic submission does not include an authorized electronic signature page (e.g., Adobe Sign, DocuSign). Completed and signed RFP signature page is required, with most recent addendum listed as acknowledgement of all addenda issued.

IN WITNESS WHEREOF, this Contract is executed by City and Contractor acting by and through their authorized officers.

CONTRACTOR

CITY OF SAN DIEGO
A Municipal Corporation

ADCOMM Engineering LLC
Proposer

BY:

18809 Autumn Way
Street Address

Sandy, OR 97055
City

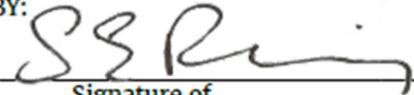
Print Name: _____

971-718-7574
Telephone No.

Title

s.ronning@adcomm911.com
E-Mail

Date Signed

BY: 
Signature of
Proposer's Authorized
Representative

Approved as to form this ____ day of
_____, 20____.

HEATHER FERBERT, City Attorney

Susan E. Ronning, P.E., PMP, ASEP
Print Name

BY: _____
Deputy City Attorney

Owner & Principal Engineer
Title

July 30, 2025
Date

ADDENDUM A
JULY 16, 2025

Exceptions Requested by Proposer

2.2 EXCEPTIONS REQUESTED BY PROPOSER, IF ANY. PROPOSERS MUST LIST OR REFERENCE EACH SPECIFIC EXCEPTION THEY ARE REQUESTING TO THE SCOPE OF WORK, THE CONTRACT, OR THE EXHIBITS THERETO. FOR EACH REQUESTED EXCEPTION, PROPOSERS MUST PROVIDE PROPOSED ALTERNATIVE OR AMENDED LANGUAGE IN THEIR INITIAL PROPOSAL SUBMITTAL FOR POTENTIAL CONSIDERATION. THE PROPOSER MUST ALSO PRESENT WRITTEN FACTUAL OR LEGAL JUSTIFICATION FOR ANY EXCEPTION REQUESTED TO THE SCOPE OF WORK, THE CONTRACT, OR THE EXHIBITS THERETO.

IT IS NOT ACCEPTABLE FOR PROPOSERS TO TAKE EXCEPTION TO TERMS OR CONDITIONS IN GENERAL, WITH A REQUEST TO LATER DISCUSS OR NEGOTIATE SPECIFIC TERMS WITHIN THE RFP / CONTRACT. NOR IS IT ACCEPTABLE TO REFER TO OTHER CONTRACTS FOR ALTERNATIVE LANGUAGE. THE CITY WILL NOT CONSIDER EXCEPTIONS ADDRESSED ELSEWHERE IN THE PROPOSAL, NOR WILL THE CITY CONSIDER EXCEPTIONS FOR WHICH NO SPECIFIC ALTERNATIVE OR AMENDED LANGUAGE IS PROVIDED WITHIN THE PROPOSAL.

ANY EXCEPTIONS TO THE CONTRACT THAT HAVE NOT BEEN ACCEPTED BY THE CITY IN WRITING ARE DEEMED REJECTED. THE CITY, IN ITS SOLE DISCRETION, MAY ACCEPT SOME OR ALL OF PROPOSER'S EXCEPTIONS, REJECT PROPOSER'S EXCEPTIONS AND DEEM THE PROPOSAL NONRESPONSIVE, OR AWARD THE CONTRACT WITHOUT PROPOSER'S PROPOSED EXCEPTIONS.

No exceptions are requested.

Contractor Standards Pledge of Compliance Form

2.3 THE CONTRACTOR STANDARDS PLEDGE OF COMPLIANCE FORM.

E.9. IN ORDER TO DO BUSINESS IN THE CITY OF SAN DIEGO, A CURRENT BUSINESS TAX CERTIFICATE IS REQUIRED. BUSINESS TAX CERTIFICATES ARE ISSUED BY THE CITY TREASURER'S OFFICE. IF YOU DO NOT HAVE ONE AT THE TIME OF SUBMISSION, ONE MUST BE OBTAINED PRIOR TO AWARD.

To be completed at time of award.

F.7. PLEASE PROVIDE A MINIMUM OF THREE (3) REFERENCES FAMILIAR WITH WORK PERFORMED BY YOUR FIRM WHICH WAS OF A SIMILAR SIZE AND NATURE TO THE SUBJECT SOLICITATION WITHIN THE LAST FIVE (5) YEARS.

PLEASE NOTE THAT ANY REFERENCES REQUIRED AS PART OF YOUR BID/PROPOSAL SUBMITTAL ARE IN ADDITION TO THOSE REFERENCES REQUIRED AS PART OF THIS FORM.

K.STATEMENT OF SUBCONTRACTORS & SUPPLIERS:

PLEASE PROVIDE THE NAMES AND INFORMATION FOR ALL SUBCONTRACTORS AND SUPPLIERS USED IN THE PERFORMANCE OF THE PROPOSED CONTRACT, AND WHAT PORTION OF WORK WILL BE ASSIGNED TO EACH SUBCONTRACTOR. SUBCONTRACTORS MAY NOT BE SUBSTITUTED WITHOUT THE WRITTEN CONSENT OF THE CITY. USE ATTACHMENT A IF ADDITIONAL PAGES ARE NECESSARY. IF NO SUBCONTRACTORS OR SUPPLIERS WILL BE USED, PLEASE WRITE "NOT APPLICABLE."

Not Applicable.

COMPLETE ALL QUESTIONS AND SIGN BELOW.

City of San Diego
CONTRACTOR STANDARDS
Pledge of Compliance

The City of San Diego has adopted a Contractor Standards Ordinance (CSO) codified in section 22.3004 of the San Diego Municipal Code (SDMC). The City of San Diego uses the criteria set forth in the CSO to determine whether a contractor (bidder or proposer) has the capacity to fully perform the contract requirements and the business integrity to justify the award of public funds. This completed Pledge of Compliance signed under penalty of perjury must be submitted with each bid and proposal. If an informal solicitation process is used, the bidder must submit this completed Pledge of Compliance to the City prior to execution of the contract. All responses must be typewritten or printed in ink. If an explanation is requested or additional space is required, Contractors must provide responses on Attachment A to the Pledge of Compliance and sign each page. Failure to submit a signed and completed Pledge of Compliance may render a bid or proposal non-responsive. In the case of an informal solicitation or cooperative procurement, the contract will not be awarded unless a signed and completed Pledge of Compliance is submitted. A submitted Pledge of Compliance is a public record and information contained within will be available for public review except to the extent that such information is exempt from disclosure pursuant to applicable law.

By signing and submitting this form, the contractor is certifying, to the best of their knowledge, that the contractor and any of its Principals have not within a five (5) year period – preceding this offer, been convicted of or had a civil judgement rendered against them for commission of a fraud or a criminal offense in connection with obtaining, attempting to obtain or performing a public (Federal, State or local) contract or subcontract.

“Principal” means an officer, director, owner, partner or a person having primary management or supervisory responsibilities within the firm. The Contractor shall provide immediate written notice to the Procurement Contracting Officer handling the solicitation, at any time prior to award should they learn that this Representations and Certifications was inaccurate or incomplete.

This form contains 10 pages, additional information may be submitted as part of Attachment A.

A. BID/PROPOSAL/SOLICITATION TITLE:

Request for Proposal (RFP) for Public Safety Communication Consulting Services

B. BIDDER/PROPOSER INFORMATION:

ADCOMM Engineering LLC

Legal Name	DBA
18809 Autumn Way	Sandy OR 97055
Street Address	City State Zip
Susan E. Ronning, P.E., PMP, ASEP, Owner	(971) 718-7574
Contact Person, Title	Phone Fax

Provide the name, identity, and precise nature of the interest* of all persons who are directly or indirectly involved** in this proposed transaction (SDMC § 21.0103). Use additional pages if necessary.

* The precise nature of the interest includes:

- the percentage ownership interest in a party to the transaction,
- the percentage ownership interest in any firm, corporation, or partnership that will receive funds from the transaction,
- the value of any financial interest in the transaction,
- any contingent interest in the transaction and the value of such interest should the contingency be satisfied, and
- any philanthropic, scientific, artistic, or property interest in the transaction.

** Directly or indirectly involved means pursuing the transaction by:

- communicating or negotiating with City officers or employees,
- submitting or preparing applications, bids, proposals or other documents for purposes of contracting with the City, or
- directing or supervising the actions of persons engaged in the above activity.

Susan E. Ronning, P.E., PMP, ASEP	Owner & Principal Engineer
Name	Title/Position
Sandy, OR	n/a
City and State of Residence	Employer (if different than Bidder/Proposer)
Owner of firm who is responsible for all contract negotiations and the supervision of all employees	
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

C. OWNERSHIP AND NAME CHANGES:

1. In the past five (5) years, has your firm changed its name?
 Yes No

If **Yes**, use Attachment A to list all prior legal and DBA names, addresses, and dates each firm name was used. Explain the specific reasons for each name change.

2. Is your firm a non-profit?
 Yes No

If **Yes**, attach proof of status to this submission.

3. In the past five (5) years, has a firm owner, partner, or officer operated a similar business?
 Yes No

If **Yes**, use Attachment A to list names and addresses of all businesses and the person who operated the business. Include information about a similar business only if an owner, partner, or officer of your firm holds or has held a similar position in another firm.

D. BUSINESS ORGANIZATION/STRUCTURE:

Indicate the organizational structure of your firm. Fill in only one section on this page. Use Attachment A if more space is required.

Corporation Date incorporated: _____ State of incorporation: _____

List corporation's current officers: President: _____
 Vice Pres: _____
 Secretary: _____
 Treasurer: _____

Type of corporation: C Subchapter S

Is the corporation authorized to do business in California: Yes No

If **Yes**, after what date: _____

Is your firm a publicly traded corporation? Yes No

If Yes, how and where is the stock traded? _____

If Yes, list the name, title and address of those who own ten percent (10%) or more of the corporation's stocks:

Do the President, Vice President, Secretary and/or Treasurer of your corporation have a third party interest or other financial interests in a business/enterprise that performs similar work, services or provides similar goods? Yes No

If Yes, please use Attachment A to disclose.

Please list the following:	Authorized	Issued	Outstanding
a. Number of voting shares:	_____	_____	_____
b. Number of nonvoting shares:	_____	_____	_____
c. Number of shareholders:	_____	_____	_____
d. Value per share of common stock:		Par	\$ _____
		Book	\$ _____
		Market	\$ _____

Limited Liability Company Date formed: 09/17/2015 State of formation: Oregon

List the name, title and address of members who own ten percent (10%) or more of the company:

Susan E. Ronning, P.E., PMP, ASEP, Owner & Principal Engineer, 18809 Autumn Way, Sandy, OR 97055

Partnership Date formed: _____ State of formation: _____

List names of all firm partners:

Sole Proprietorship Date started: _____

List all firms you have been an owner, partner or officer with during the past five (5) years. Do not include ownership of stock in a publicly traded company:

Joint Venture Date formed: _____

List each firm in the joint venture and its percentage of ownership:

Note: To be responsive, each member of a Joint Venture or Partnership must complete a separate *Contractor Standards form*.

E. FINANCIAL RESOURCES AND RESPONSIBILITY:

1. Is your firm preparing to be sold, in the process of being sold, or in negotiations to be sold?

Yes No

If **Yes**, use Attachment A to explain the circumstances, including the buyer's name and principal contact information.

2. In the past five (5) years, has your firm been denied bonding?

Yes No

If **Yes**, use Attachment A to explain specific circumstances; include bonding company name.

3. In the past five (5) years, has a bonding company made any payments to satisfy claims made against a bond issued on your firm's behalf or a firm where you were the principal?

Yes No

If **Yes**, use Attachment A to explain specific circumstances.

4. In the past five (5) years, has any insurance carrier, for any form of insurance, refused to renew the insurance policy for your firm?

Yes No

If **Yes**, use Attachment A to explain specific circumstances.

5. Within the last five years, has your firm filed a voluntary petition in bankruptcy, been adjudicated bankrupt, or made a general assignment for the benefit of creditors?

Yes No

If **Yes**, use Attachment A to explain specific circumstances.

6. Are there any claims, liens or judgements that are outstanding against your firm?

Yes No

If **Yes**, please use Attachment A to provide detailed information on the action.

7. Please provide the name of your principal financial institution for financial reference. By submitting a response to this Solicitation Contractor authorizes a release of credit information for verification of financial responsibility.

Name of Bank: JP Morgan Chase Bank N.A.

Point of Contact: Andy Roberts, Business Banking Relationship Manager

Address: 1205 Broadway St, Vancouver, WA 98660

Phone Number: (360) 213-6284

8. By submitting a response to a City solicitation, Contractor certifies that he or she has sufficient operating capital and/or financial reserves to properly fund the requirements identified in the solicitation. At City's request, Contractor will promptly provide to City

a copy of Contractor's most recent balance sheet and/or other necessary financial statements to substantiate financial ability to perform.

9. In order to do business in the City of San Diego, a current Business Tax Certificate is required. Business Tax Certificates are issued by the City Treasurer's Office. If you do not have one at the time of submission, one must be obtained prior to award.

Business Tax Certificate No.: Will be obtained prior to award Year Issued:

F. PERFORMANCE HISTORY:

1. In the past five (5) years, has your firm been found civilly liable, either in a court of law or pursuant to the terms of a settlement agreement, for defaulting or breaching a contract with a government agency?

Yes No

If Yes, use Attachment A to explain specific circumstances.

2. In the past five (5) years, has a public entity terminated your firm's contract for cause prior to contract completion?

Yes No

If Yes, use Attachment A to explain specific circumstances and provide principal contact information.

3. In the past five (5) years, has your firm entered into any settlement agreement for any lawsuit that alleged contract default, breach of contract, or fraud with or against a public entity?

Yes No

If Yes, use Attachment A to explain specific circumstances.

4. Is your firm currently involved in any lawsuit with a government agency in which it is alleged that your firm has defaulted on a contract, breached a contract, or committed fraud?

Yes No

If Yes, use Attachment A to explain specific circumstances.

5. In the past five (5) years, has your firm, or any firm with which any of your firm's owners, partners, or officers is or was associated, been debarred, disqualified, removed, or otherwise prevented from bidding on or completing any government or public agency contract for any reason?

Yes No

If Yes, use Attachment A to explain specific circumstances.

6. In the past five (5) years, has your firm received a notice to cure or a notice of default on a contract with any public agency?

Yes No

If Yes, use Attachment A to explain specific circumstances and how the matter resolved.

7. Performance References:

Please provide a minimum of three (3) references familiar with work performed by your firm which was of a similar size and nature to the subject solicitation within the last five (5) years.

Please note that any references required as part of your bid/proposal submittal are in addition to those references required as part of this form.

Company Name: Snohomish County 911

Contact Name and Phone Number: **Howard Tucker, 360-722-0522**

Contact Email: **htucker@sno911.org**

Address: **332 SW Everett Mall Wy, Everett, WA 98204-2782**

Contract Date: **March 2, 2020**

Contract Amount: **\$ 470,000.00**

Requirements of Contract: **Owner's Engineer**

Company Name: **Thurston 911 Communications**

Contact Name and Phone Number: **Wendy Hill, 360-704-2740**

Contact Email: **w.hill@tcomm.org**

Address: **2703 Pacific Ave SE, Ste A, Olympia, WA 98501**

Contract Date: **January 2, 2020**

Contract Amount: **\$ 1,080,000.00**

Requirements of Contract: **Owner's Engineer**

Company Name: **Golden Gate Bridge, Highway & Transportation Dist**

Contact Name and Phone Number: **Malini Brown, 415-923-2366**

Contact Email: **mabrown@goldengate.org**

Address: **Box 29000, Presidio Station, San Francisco, CA 94129**

Contract Date: **October 28, 2024**

Contract Amount: **\$ 112,570.00**

Requirements of Contract: **Radio System Assessment**

G. COMPLIANCE:

1. In the past five (5) years, has your firm or any firm owner, partner, officer, executive, or manager been criminally penalized or found civilly liable, either in a court of law or pursuant to the terms of a settlement agreement, for violating any federal, state, or local law in performance of a contract, including but not limited to, laws regarding health and safety, labor and employment, permitting, and licensing laws?
- Yes No

If Yes, use Attachment A to explain specific circumstances surrounding each instance. Include the name of the entity involved, the specific infraction(s) or violation(s), dates of instances, and outcome with current status.

2. In the past five (5) years, has your firm been determined to be non-responsible by a public entity?
- Yes No

If **Yes**, use Attachment A to explain specific circumstances of each instance. Include the name of the entity involved, the specific infraction, dates, and outcome.

H. BUSINESS INTEGRITY:

1. In the past five (5) years, has your firm been convicted of or found liable in a civil suit for making a false claim or material misrepresentation to a private or public entity?

Yes No

If **Yes**, use Attachment A to explain specific circumstances of each instance. Include the entity involved, specific violation(s), dates, outcome and current status.

2. In the past five (5) years, has your firm or any of its executives, management personnel, or owners been convicted of a crime, including misdemeanors, or been found liable in a civil suit involving the bidding, awarding, or performance of a government contract?

Yes No

If **Yes**, use Attachment A to explain specific circumstances of each instance; include the entity involved, specific infraction(s), dates, outcome and current status.

3. In the past five (5) years, has your firm or any of its executives, management personnel, or owners been convicted of a federal, state, or local crime of fraud, theft, or any other act of dishonesty?

Yes No

If **Yes**, use Attachment A to explain specific circumstances of each instance; include the entity involved, specific infraction(s), dates, outcome and current status.

4. Do any of the Principals of your firm have relatives that are either currently employed by the City or were employed by the City in the past five (5) years?

Yes No

If **Yes**, please disclose the names of those relatives in Attachment A.

I. BUSINESS REPRESENTATION:

1. Are you a local business with a physical address within the County of San Diego?

Yes No

2. Are you a certified Small and Local Business Enterprise certified by the City of San Diego?

Yes No

Certification # _____

3. Are you certified as any of the following:

- a. Disabled Veteran Business Enterprise Certification # _____
b. Woman or Minority Owned Business Enterprise Certification # 11661 (Oregon)
c. Disadvantaged Business Enterprise Certification # 11661 (Oregon), 52754 (CALTRANS)

J. WAGE COMPLIANCE:

In the past five (5) years, has your firm been required to pay back wages or penalties for failure to comply with the federal, state or local prevailing, minimum, or living wage laws? Yes No If **Yes**, use Attachment A to explain the specific circumstances of each instance. Include the entity involved, the specific infraction(s), dates, outcome, and current status.

By signing this Pledge of Compliance, your firm is certifying to the City that you will comply with the requirements of the Equal Pay Ordinance set forth in SDMC sections 22.4801 through 22.4809.

K. STATEMENT OF SUBCONTRACTORS & SUPPLIERS:

Please provide the names and information for all subcontractors and suppliers used in the performance of the proposed contract, and what portion of work will be assigned to each subcontractor. Subcontractors may not be substituted without the written consent of the City. Use Attachment A if additional pages are necessary. If no subcontractors or suppliers will be used, please write "Not Applicable."

Company Name: n/a
Address: _____
Contact Name: _____ Phone: _____ Email: _____
Contractor License No.: _____ DIR Registration No.: _____
Sub-Contract Dollar Amount: \$ _____ (per year) \$ _____ (total contract term)
Scope of work subcontractor will perform: _____
Identify whether company is a subcontractor or supplier: _____
Certification type (check all that apply): DBE DVBE ELBE MBE SLBE WBE Not Certified
Contractor must provide valid proof of certification with the response to the bid or proposal to receive participation credit.

Company Name: n/a
Address: _____
Contact Name: _____ Phone: _____ Email: _____
Contractor License No.: _____ DIR Registration No.: _____
Sub-Contract Dollar Amount: \$ _____ (per year) \$ _____ (total contract term)
Scope of work subcontractor will perform: _____
Identify whether company is a subcontractor or supplier: _____
Certification type (check all that apply): DBE DVBE ELBE MBE SLBE WBE Not Certified
Contractor must provide valid proof of certification with the response to the bid or proposal to receive participation credit.

L. STATEMENT OF AVAILABLE EQUIPMENT:

A full inventoried list of all necessary equipment to complete the work specified may be a requirement of the bid/proposal submission.

By signing and submitting this form, the Contractor certifies that all required equipment included in this bid or proposal will be made available one week (7 days) before work shall commence. In instances where the required equipment is not owned by the Contractor, Contractor shall explain how the equipment will be made available before the commencement of work. The City of San

Diego reserves the right to reject any response, in its opinion, if the Contractor has not demonstrated he or she will be properly equipped to perform the work in an efficient, effective matter for the duration of the contract period.

M. TYPE OF SUBMISSION: This document is submitted as:

- Initial submission of *Contractor Standards Pledge of Compliance*
- Initial submission of *Contractor Standards Pledge of Compliance* as part of a Cooperative agreement
- Initial submission of *Contractor Standards Pledge of Compliance* as part of a Sole Source agreement
- Update of prior *Contractor Standards Pledge of Compliance* dated _____.

Complete all questions and sign below.

Under penalty of perjury under the laws of the State of California, I certify that I have read and understand the questions contained in this Pledge of Compliance, that I am responsible for completeness and accuracy of the responses contained herein, and that all information provided is true, full and complete to the best of my knowledge and belief. I agree to provide written notice to the Purchasing Agent within five (5) business days if, at any time, I learn that any portion of this Pledge of Compliance is inaccurate. Failure to timely provide the Purchasing Agent with written notice is grounds for Contract termination.

I, on behalf of the firm, further certify that I and my firm will comply with the following provisions of SDMC section 22.3004:

- (a) I and my firm will comply with all applicable local, State and Federal laws, including health and safety, labor and employment, and licensing laws that affect the employees, worksite or performance of the contract.
- (b) I and my firm will notify the Purchasing Agent in writing within fifteen (15) calendar days of receiving notice that a government agency has begun an investigation of me or my firm that may result in a finding that I or my firm is or was not in compliance with laws stated in paragraph (a).
- (c) I and my firm will notify the Purchasing Agent in writing within fifteen (15) calendar days of a finding by a government agency or court of competent jurisdiction of a violation by the Contractor of laws stated in paragraph (a).
- (d) I and my firm will notify the Purchasing Agent in writing within fifteen (15) calendar days of becoming aware of an investigation or finding by a government agency or court of competent jurisdiction of a violation by a subcontractor of laws stated in paragraph (a).
- (e) I and my firm will cooperate fully with the City during any investigation and to respond to a request for information within ten (10) working days.

Failure to sign and submit this form with the bid/proposal shall make the bid/proposal non-responsive. In the case of an informal solicitation, the contract will not be awarded unless a signed and completed *Pledge of Compliance* is submitted.

Susan E. Ronning, Owner	Susan E. Ronning, P.E., PMP	Digitally signed by Susan E. Ronning, P.E., PMP Date: 2025.07.30 19:45:57 -07'00'	July 30, 2025
Name and Title	Signature		Date

City of San Diego
CONTRACTOR STANDARDS
Attachment "A"

Provide additional information in space below. Use additional Attachment "A" pages as needed. Each page must be signed. Print in ink or type responses and indicate question being answered.

I have read the matters and statements made in this Contractor Standards Pledge of Compliance and attachments thereto and I know the same to be true of my own knowledge, except as to those matters stated upon information or belief and as to such matters, I believe the same to be true. I certify under penalty of perjury that the foregoing is true and correct.

Susan E. Ronning, Owner

Print Name, Title

Susan E. Ronning,
P.E., PMP

Signature

Digitally signed by Susan E.
Ronning, P.E., PMP
Date: 2025.07.30 19:46:30 -0700

July 30, 2025

Date

Equal Opportunity Contracting Form

2.4 EQUAL OPPORTUNITY CONTRACTING FORMS INCLUDING THE WORK FORCE REPORT AND CONTRACTORS CERTIFICATION OF PENDING ACTIONS.

BB. WORK FORCE REPORT

**EQUAL OPPORTUNITY CONTRACTING PROGRAM (EOCP)
GOODS AND SERVICES CONTRACTOR REQUIREMENTS**

I. City's Equal Opportunity Contracting Commitment.

The City of San Diego (City) promotes equal employment and subcontracting opportunities. The City is committed to ensuring that taxpayer dollars spent on public contracts are not paid to businesses that practice discrimination in employment or subcontracting. The City encourages all companies seeking to do business with the City to share this commitment. Contractors are encouraged to take positive steps to diversify and expand their subcontractor and supplier solicitation base and to offer opportunities to all eligible business firms.

Contractors must submit the required EOCP documentation indicated below with their proposals. Contractors who fail to provide the required EOCP documentation are considered non-responsive.

II. Definitions.

Commercially Useful Function: a Small Local Business Enterprise or Emerging Local Business Enterprise (SLBE/ELBE) performs a commercially useful function when it is responsible for execution of the work and is carrying out its responsibilities by actually performing, managing, and supervising the work involved. To perform a commercially useful function, the SLBE/ELBE shall also be responsible, with respect to materials and supplies used on the contract, for negotiating price, determining quantity and quality, ordering the material, and installing (where applicable) and paying for the material itself.

To determine whether an SLBE/ELBE is performing a commercially useful function, an evaluation will be performed of the amount of work subcontracted, normal industry practices, whether the amount the SLBE/ELBE firm is to be paid under the contract is commensurate with the work it is actually performing and the SLBE/ELBE credit claimed for its performance of the work, and other relevant factors. Specifically, an SLBE/ELBE does not perform a commercially useful function if its role is limited to that of an extra participant in a transaction, contract, or project through which funds are passed in order to obtain the appearance of meaningful and useful SLBE/ELBE participation, when in similar transactions in which SLBE/ELBE firms do not participate, there is no such role performed.

Disadvantaged Business Enterprise (DBE): a certified business that is (1) at least fifty-one (51%) owned by socially and economically Disadvantaged Individuals, or, in the case of a publicly owned business at least fifty-one percent (51%) of the stock is owned by one or more socially and economically Disadvantaged Individuals; and (2) whose daily business operations are managed and directed by one or more socially and economically disadvantaged owners. Disadvantaged Individuals include Black Americans, Hispanic Americans, Asian Americans, and other minorities, or individual found to be disadvantaged by the Small Business Administration pursuant to Section 8 of the Small Business Reauthorization Act.

Disabled Veteran Business Enterprise (DVBE): a certified business that is (1) at least fifty-one percent (51%) owned by one or more Disabled Veterans; and (2) business operations must be managed and controlled by one or more Disabled Veterans. A Disabled Veteran is a veteran of the U.S. military, naval, or air service who resides in California and has a service-connected disability of at least 10% or more. The firm shall be certified by the State of California's Department of General Services, Office of Small and Minority Business.

Emerging Business Enterprise (EBE): a business whose gross annual receipts do not exceed the amount set by the City Manager, and which meets all other criteria set forth in the regulations implementing the City's Small and Local Business Preference Program. The City Manager shall review the threshold amount for EBEs on an annual basis, and adjust as necessary to reflect changes in the marketplace.

Emerging Local Business Enterprise (ELBE): a Local Business Enterprise that is also an Emerging Business Enterprise.

Local Business Enterprise (LBE): a business that has both a principal place of business and a significant employment presence in the County of San Diego, and that has been in operation for twelve (12) consecutive months.

Minority Business Enterprise (MBE): a certified business that is (1) at least fifty-one percent (51%) owned by one or more minority individuals, or, in the case of a publicly owned business at least fifty-one percent (51%) of the stock is owned by one or more minority individuals; and (2) whose daily business operations are managed and directed by one or more minorities owners. Minorities include the groups with the following ethnic origins: African, Asian Pacific, Asian Subcontinent, Hispanic, Native Alaskan, Native American, and Native Hawaiian.

Other Business Enterprise (OBE): any business which does not otherwise qualify as Minority, Woman, Disadvantaged, or Disabled Veteran Business Enterprise.

Principal Place of Business: a location wherein a business maintains a physical office and through which it obtains no less than fifty percent (50%) of gross annual receipts.

Significant Employee Presence: no less than twenty-five percent (25%) of a business's total number of employees.

Small Business Enterprise (SBE): a business whose gross annual receipts do not exceed the amount set by the City Manager, and that meets all other criteria set forth in regulations implementing the City's Small and Local Business Preference Program. The City Manager shall review the threshold amount for SBEs on an annual basis, and adjust as necessary to reflect changes in the marketplace. A business certified as a DVBE by the State of California, and that has provided proof of such certification to the City manager, shall be deemed to be an SBE.

Small Local Business Enterprise (SLBE): a Local Business Enterprise that is also a Small Business Enterprise.

Women Business Enterprise (WBE): a certified business that is (1) at least fifty-one percent (51 %) owned by a woman or women, or, in the case of a publicly owned business at least fifty-one percent (51%) of the stock is owned by one or more women; and (2) whose daily business operations are managed and directed by one or more women owners.

III. Disclosure of Discrimination Complaints.

As part of its proposal, Contractor shall provide to the City a list of all instances within the past ten (10) years where a complaint was filed or pending against Contractor in a legal or administrative proceeding alleging that Contractor discriminated against its employees, subcontractors, vendors, or suppliers, and a description of the status or resolution of that complaint, including any remedial action taken. (Attachment AA).

IV. Work Force Report and Equal Opportunity Outreach Plan.

- A. Work Force Report. Contractors shall submit with their proposal a Work Force Report (WFR) for approval by the City. (Attachment BB). If the City determines that there are under representations when compared to County Labor Force Availability data, then the Contractor will also be required to submit an Equal Employment Opportunity Plan (EEO) to the City for approval. Questions regarding the WFR should be directed to the Equal Opportunity Contracting Department.
- B. Duty to Comply with Equal Opportunity Outreach Plan. A Contractor for whom an EEO has been approved by the City shall use best efforts to comply with that EEO.

V. Small and Local Business Program Requirements.

The City has adopted a Small and Local Business Enterprise program for goods, services, and consultant contracts. The SLBE requirements are set forth in Council Policy 100-10. For contracts in which the Purchasing Agent is required to advertise for sealed proposals in the City's official newspaper or consultant contracts valued over \$50,000, the City shall:

- A. Apply a maximum of an additional 12% of the total possible evaluation points to the Contractor's final score for SLBE or ELBE participation. Additional points will be awarded as follows:
 - a. If the Contractor achieves 20% participation, apply 5% of the total possible evaluation points to the Contractor's score; or
 - b. If the Contractor achieves 25% participation, apply 10% of the total possible evaluation points to the Contractor's score; or
 - c. If the prime contractor is a SLBE or an ELBE, apply 12% of the total possible evaluation points to the Contractor's score.

VI. Maintaining Participation Levels.

- A. Additional points are based on the Contractor's level of participation proposed prior to the award of the goods, services, or consultant contract. Contractors are required to achieve and maintain the SLBE or ELBE participation levels throughout the duration of the goods, services, or consultant contract.
- B. If the City modifies the original specifications, the Contractor shall make reasonable efforts to maintain the SLBE or ELBE participation for which the additional points were awarded. The City must approve in writing a reduction in SLBE or ELBE participation levels.
- C. Contractor shall notify and obtain written approval from the City in advance of any reduction in subcontract scope, termination, or substitution for a designated SLBE or ELBE subcontractor.
- D. Contractor's failure to maintain SLBE or ELBE participation levels as specified in the goods, services, or consultant contract shall constitute a default and grounds for debarment under Chapter 2, Article 2, Division 8, of the San Diego Municipal Code.
- E. The remedies available to the City under Council Policy 100-10 are cumulative to all other rights and remedies available to the City.

VII. Certifications.

The City accepts certifications of MBE, WBE, DBE, or DVBE from the following certifying agencies:

- A. Current certification by the State of California Department of Transportation (CALTRANS) as DBE.
- B. Current MBE or WBE certification from the California Public Utilities Commission.
- C. DVBE certification is received from the State of California's Department of General Services, Office of Small and Minority Business.
- D. Current certification by the City of Los Angeles as DBE, WBE, or MBE.

Subcontractors' valid proof of certification status e.g., copy of MBE, WBE, DBE, or DVBE certification must be submitted with the proposal or contract documents. MBE, WBE, DBE, or DVBE certifications are listed for informational purposes only.

VIII. List of Attachments.

- AA. Contractors Certification of Pending Actions
- BB. Work Force Report

AA. CONTRACTORS CERTIFICATION OF PENDING ACTIONS

As part of this Contract, the Contractor must provide to the City a list of all instances within the past 10 years where a complaint was filed or pending against the Contractor in a legal or administrative proceeding alleging that Contractor discriminated against its employees, subcontractors, vendors or suppliers, and a description of the status or resolution of that complaint, including any remedial action taken.

CHECK ONE BOX ONLY.

- The undersigned certifies that within the past 10 years the Contractor has NOT been the subject of a complaint or pending action in a legal administrative proceeding alleging that Contractor discriminated against its employees, subcontractors, vendors or suppliers.
- The undersigned certifies that within the past 10 years the Contractor has been the subject of a complaint or pending action in a legal administrative proceeding alleging that Contractor discriminated against its employees, subcontractors, vendors or suppliers. A description of the status or resolution of that complaint, including any remedial action taken and the applicable dates is as follows:

DATE OF CLAIM	LOCATION	DESCRIPTION OF CLAIM	LITIGATION (Y/N)	STATUS	RESOLUTION/ REMEDIAL ACTION TAKEN

Contractor Name: ADCOMM Engineering LLC

Certified By Susan E. Ronning, P.E., PMP, ASEP Title Owner & Principal Engineer

Name


Signature

Date 07/02/2025



EQUAL OPPORTUNITY CONTRACTING (EOC)

1200 Third Avenue, Suite 200 • San Diego, CA 92101

Phone: (619) 236-6000 • Fax: (619) 236-5904

BB. WORK FORCE REPORT

The objective of the *Equal Employment Opportunity Outreach Program*, San Diego Municipal Code Sections 22.3501 through 22.3517, is to ensure that contractors doing business with the City, or receiving funds from the City, do not engage in unlawful discriminatory employment practices prohibited by State and Federal law. Such employment practices include, but are not limited to unlawful discrimination in the following: employment, promotion or upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rate of pay or other forms of compensation, and selection for training, including apprenticeship. Contractors are required to provide a completed *Work Force Report (WFR)*.

NO OTHER FORMS WILL BE ACCEPTED CONTRACTOR IDENTIFICATION

Type of Contractor: Construction Vendor/Supplier Financial Institution Lessee/Lessor
 Consultant Grant Recipient Insurance Company Other

Name of Company: ADCOMM Engineering LLC

ADA/DBA: n/a

Address (Corporate Headquarters, where applicable): 18809 Autumn Way

City: Sandy County: Clackamas State: OR Zip: 97055

Telephone Number: 425-487-1361 Fax Number: n/a

Name of Company CEO: Susan E. Ronning, P.E., PMP, ASEP

Address(es), phone and fax number(s) of company facilities located in San Diego County (if different from above):

Address: _____

City: _____ County: _____ State: _____ Zip: _____

Telephone Number: _____ Fax Number: _____ Email: _____

Type of Business: Critical Communications Consulting Engineering Type of License: _____

The Company has appointed: Susan E. Ronning

As its Equal Employment Opportunity Officer (EEOO). The EEOO has been given authority to establish, disseminate and enforce equal employment and affirmative action policies of this company. The EEOO may be contacted at:

Address: 18809 Autumn Way, Sandy, OR 97055

Telephone Number: 971-718-7574 Fax Number: n/a Email: admin@adcomm911.com

- One San Diego County (or Most Local County) Work Force - Mandatory
 Branch Work Force *
 Managing Office Work Force

Check the box above that applies to this WFR.

*Submit a separate Work Force Report for all participating branches. Combine WFRs if more than one branch per county.

I, the undersigned representative of ADCOMM Engineering LLC

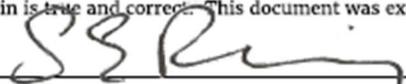
(Firm Name)

Clackamas, Oregon hereby certify that information provided

(County)

(State)

herein is true and correct. This document was executed on this 2nd day of July, 2025



(Authorized Signature)

Susan E. Ronning, P.E., PMP, ASEP

(Print Authorized Signature Name)

WORK FORCE REPORT – Page 2

NAME OF FIRM: ADCOMM Engineering LLC DATE: 07/02/2025

OFFICE(S) or BRANCH(ES): Sandy, OR COUNTY: Clackamas

INSTRUCTIONS: For each occupational category, indicate number of males and females in every ethnic group. Total columns in row provided. Sum of all totals should be equal to your total work force. Include all those employed by your company on either a full or part-time basis. The following groups are to be included in ethnic categories listed in columns below:

- | | |
|--------------------------------------|---------------------------------------------------------|
| (1) Black or African-American | (5) Native Hawaiian or Pacific Islander |
| (2) Hispanic or Latino | (6) White |
| (3) Asian | (7) Other race/ethnicity; not falling into other groups |
| (4) American Indian or Alaska Native | |

Definitions of the race and ethnicity categories can be found on Page 4

ADMINISTRATION OCCUPATIONAL CATEGORY	(1) Black or African American		(2) Hispanic or Latino		(3) Asian		(4) American Indian/ Nat. Alaskan		(5) Pacific Islander		(6) White		(7) Other Race/ Ethnicity	
	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)
Management & Financial						1								
Professional														
A&E, Science, Computer			1								3	2		
Technical														
Sales														
Administrative Support						1						2		
Services														
Crafts														
Operative Workers														
Transportation														
Laborers*														

*Construction laborers and other field employees are not to be included on this page

Totals Each Column			1			2					3	4		
--------------------	--	--	---	--	--	---	--	--	--	--	---	---	--	--

Grand Total All Employees	10
---------------------------	----

Indicate by Gender and Ethnicity the Number of Above Employees Who Are Disabled:

Disabled														
----------	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Non-Profit Organizations Only:

Board of Directors														
Volunteers														
Artists														

WORK FORCE REPORT – Page 3

 NAME OF FIRM: ADCOMM Engineering LLC

 DATE: 7/30/2025

 OFFICE(S) or BRANCH(ES): Sandy, OR

 COUNTY: Clackamas

INSTRUCTIONS: For each occupational category, indicate number of males and females in every ethnic group. Total columns in row provided. Sum of all totals should be equal to your total work force. Include all those employed by your company on either a full or part-time basis. The following groups are to be included in ethnic categories listed in columns below:

- | | |
|--------------------------------------|---------------------------------------------------------|
| (1) Black or African-American | (5) Native Hawaiian or Pacific Islander |
| (2) Hispanic or Latino | (6) White |
| (3) Asian | (7) Other race/ethnicity; not falling into other groups |
| (4) American Indian or Alaska Native | |

Definitions of the race and ethnicity categories can be found on Page 4

TRADE OCCUPATIONAL CATEGORY	(1) Black or African American		(2) Hispanic or Latino		(3) Asian		(4) American Indian/ Nat. Alaskan		(5) Pacific Islander		(6) White		(7) Other Race/ Ethnicity	
	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)
Brick, Block or Stone Masons														
Carpenters														
Carpet, Floor & Tile Installers Finishers														
Cement Masons, Concrete Finishers														
Construction Laborers														
Drywall Installers, Ceiling Tile Inst														
Electricians														
Elevator Installers														
First-Line Supervisors/Managers														
Glaziers														
Helpers; Construction Trade														
Millwrights														
Misc. Const. Equipment Operators														
Painters, Const. & Maintenance														
Pipelayers, Plumbers, Pipe & Steam Fitters														
Plasterers & Stucco Masons														
Roofers														
Security Guards & Surveillance Officers														
Sheet Metal Workers														
Structural Metal Fabricators & Fitters														
Welding, Soldering & Brazing Workers														
Workers, Extractive Crafts, Miners														
Totals Each Column														
Grand Total All Employees	n/a													
Indicate By Gender and Ethnicity the Number of Above Employees Who Are Disabled:														
Disabled														

Work Force Report

HISTORY

The Work Force Report (WFR) is the document that allows the City of San Diego to analyze the work forces of all firms wishing to do business with the City. We are able to compare the firm's work force data to County Labor Force Availability (CLFA) data derived from the United States Census. CLFA data is a compilation of lists of occupations and includes the percentage of each ethnicity we track (American Indian or Alaska Native, Asian, Black or African-American, Native Hawaiian or Pacific Islander, White, and Other) for each occupation. Currently, our CLFA data is taken from the 2010 Census. In order to compare one firm to another, it is important that the data we receive from the consultant firm is accurate and organized in the manner that allows for this fair comparison.

WORK FORCE & BRANCH WORK FORCE REPORTS

When submitting a WFR, especially if the WFR is for a specific project or activity, we would like to have information about the firm's work force that is actually participating in the project or activity. That is, if the project is in San Diego and the work force is from San Diego, we want a San Diego County Work Force Report¹. By the same token, if the project is in San Diego, but the work force is from another county, such as Orange or Riverside County, we want a Work Force Report from that county². If participation in a San Diego project is by work forces from San Diego County and, for example, from Los Angeles County and from Sacramento County, we ask for separate Work Force Reports representing your firm from each of the three counties.

MANAGING OFFICE WORK FORCE

Equal Opportunity Contracting may occasionally ask for a Managing Office Work Force (MOWF) Report. This may occur in an instance where the firm involved is a large national or international firm but the San Diego or other local work force is very small. In this case, we may ask for both a local and a MOWF Report^{1,3}. In another case, when work is done only by the Managing Office, only the MOWF Report may be necessary.³

TYPES OF WORK FORCE REPORTS:

Please note, throughout the preceding text of this page, the superscript numbers one ¹, two ² & three ³. These numbers coincide with the types of work force report required in the example. See below:

- ¹ One San Diego County (or Most Local County) Work Force – Mandatory in most cases
- ² Branch Work Force *
- ³ Managing Office Work Force

**Submit a separate Work Force Report for all participating branches. Combine WFRs if more than one branch per county.*

RACE/ETHNICITY CATEGORIES

American Indian or Alaska Native – A person having origins in any of the peoples of North and South America (including Central America) and who maintains tribal affiliation or community attachment.

Asian – A person having origins in any of the peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

Black or African American – A person having origins in any of the Black racial groups of Africa.

Native Hawaiian or Pacific Islander – A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

White – A person having origins in any of the peoples of Europe, the Middle East, or North Africa.

Hispanic or Latino – A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin.

Exhibit A: Work Force Report Job Categories – Administration

Refer to this table when completing your firm's Work Force Report form(s).

Management & Financial

Advertising, Marketing, Promotions, Public Relations, and Sales Managers
Business Operations Specialists
Financial Specialists
Operations Specialties Managers
Other Management Occupations
Top Executives

Professional

Art and Design Workers
Counselors, Social Workers, and Other Community and Social Service Specialists
Entertainers and Performers, Sports and Related Workers
Health Diagnosing and Treating Practitioners
Lawyers, Judges, and Related Workers
Librarians, Curators, and Archivists
Life Scientists
Media and Communication Workers
Other Teachers and Instructors
Postsecondary Teachers
Primary, Secondary, and Special Education School Teachers
Religious Workers
Social Scientists and Related Workers

Architecture & Engineering, Science, Computer

Architects, Surveyors, and Cartographers
Computer Specialists
Engineers
Mathematical Science Occupations
Physical Scientists

Technical

Drafters, Engineering, and Mapping Technicians
Health Technologists and Technicians
Life, Physical, and Social Science Technicians
Media and Communication Equipment Workers

Sales

Other Sales and Related Workers
Retail Sales Workers
Sales Representatives, Services
Sales Representatives, Wholesale and Manufacturing
Supervisors, Sales Workers

Administrative Support

Financial Clerks
Information and Record Clerks
Legal Support Workers

Material Recording, Scheduling, Dispatching, and Distributing Workers
Other Education, Training, and Library Occupations
Other Office and Administrative Support Workers
Secretaries and Administrative Assistants
Supervisors, Office and Administrative Support Workers

Services

Building Cleaning and Pest Control Workers
Cooks and Food Preparation Workers
Entertainment Attendants and Related Workers
Fire Fighting and Prevention Workers
First-Line Supervisors/Managers, Protective Service Workers
Food and Beverage Serving Workers
Funeral Service Workers
Law Enforcement Workers
Nursing, Psychiatric, and Home Health Aides
Occupational and Physical Therapist Assistants and Aides
Other Food Preparation and Serving Related Workers
Other Healthcare Support Occupations
Other Personal Care and Service Workers
Other Protective Service Workers
Personal Appearance Workers
Supervisors, Food Preparation and Serving Workers
Supervisors, Personal Care and Service Workers
Transportation, Tourism, and Lodging Attendants

Crafts

Construction Trades Workers
Electrical and Electronic Equipment Mechanics, Installers, and Repairers
Extraction Workers
Material Moving Workers
Other Construction and Related Workers
Other Installation, Maintenance, and Repair Occupations
Plant and System Operators
Supervisors of Installation, Maintenance, and Repair Workers
Supervisors, Construction and Extraction Workers
Vehicle and Mobile Equipment Mechanics,

Installers, and Repairers
Woodworkers

Operative Workers

Assemblers and Fabricators
Communications Equipment Operators
Food Processing Workers
Metal Workers and Plastic Workers
Motor Vehicle Operators
Other Production Occupations
Printing Workers
Supervisors, Production Workers
Textile, Apparel, and Furnishings Workers

Transportation

Air Transportation Workers
Other Transportation Workers
Rail Transportation Workers
Supervisors, Transportation and Material
Moving Workers
Water Transportation Workers

Laborers

Agricultural Workers
Animal Care and Service Workers
Fishing and Hunting Workers
Forest, Conservation, and Logging Workers
Grounds Maintenance Workers
Helpers, Construction Trades
Supervisors, Building and Grounds Cleaning
and Maintenance Workers
Supervisors, Farming, Fishing, and Forestry
Workers

Exhibit B: Work Force Report Job Categories–Trade

Brick, Block or Stone Masons
Brickmasons and Blockmasons
Stonemasons

Carpenters

Carpet, floor and Tile Installers and Finishers
Carpet Installers
Floor Layers, except Carpet, Wood and Hard
Tiles
Floor Sanders and Finishers
Tile and Marble Setters

Cement Masons, Concrete Finishers
Cement Masons and Concrete Finishers
Terrazzo Workers and Finishers

Construction Laborers

Drywall Installers, Ceiling Tile Inst
Drywall and Ceiling Tile Installers
Tapers

Electricians

Elevator Installers and Repairers

First-Line Supervisors/Managers
First-line Supervisors/Managers of
Construction Trades and Extraction Workers

Glaziers

Helpers, Construction Trade
Brickmasons, Blockmasons, and Tile and
Marble Setters
Carpenters
Electricians
Painters, Paperhangers, Plasterers and Stucco
Pipelayers, Plumbers, Pipefitters and
Steamfitters
Roofers
All other Construction Trades

Millwrights

Heating, Air Conditioning and Refrigeration
Mechanics and Installers
Mechanical Door Repairers
Control and Valve Installers and Repairers
Other Installation, Maintenance and Repair
Occupations

Misc. Const. Equipment Operators

Paving, Surfacing and Tamping Equipment
Operators
Pile-Driver Operators
Operating Engineers and Other Construction
Equipment Operators

Painters, Const. Maintenance

Painters, Construction and Maintenance
Paperhangers

Pipelayers and Plumbers

Pipelayers
Plumbers, Pipefitters and Steamfitters

Plasterers and Stucco Masons**Roofers****Security Guards & Surveillance Officers****Sheet Metal Workers****Structural Iron and Steel Workers****Welding, Soldering and Brazing Workers**

Welders, Cutter, Solderers and Brazers
Welding, Soldering and Brazing Machine
Setter, Operators and Tenders

Workers, Extractive Crafts, Miners

Additional Information as Required in Exhibit B.

2.8 ADDITIONAL INFORMATION AS REQUIRED IN EXHIBIT B.

EXHIBIT B - SCOPE OF SERVICES

1. OVERVIEW OF REQUIREMENTS

ADCOMM Response: *Understood.* The goal of this RFP is award and execute contract(s) to continue services set to expire in February 2026. We will be precluded from submitting a proposal in response to any RFP for the provision of wireless services, as a result of our advice provided via this resulting Agreement. ADCOMM is a Qualified Consultant who is independent, vendor and manufacturer neutral, and will act on behalf of, and in the best interests of the City.

2. RFP OBJECTIVES

ADCOMM Response: *Understood.* The City desires two key objectives: (1) a high standard of advice and documentation that appropriately addresses all City business concerns; and (2) timely and effectual industry-leading advice, that will assist with ensuring the City continues to deliver outstanding Public Safety Communication services to its residents.

3. CITY OF SAN DIEGO BACKGROUND

ADCOMM Response: *Understood.* The City of San Diego is the state of California's second largest city and the eighth largest city in the United States and has approximately 13,000 full- and part-time employees in its regular workforce.

4. THE WIRELESS TECHNOLOGY SERVICES DIVISION

ADCOMM Response: *Understood.* The Wireless Technology Services Division (Wireless Division) operates as a distinct subset of the Department of Information Technology (DoIT) at the City. The Wireless Division is responsible for the provision and stewardship of critical Public Safety wireless infrastructure used by San Diego Police Department ("SDPD") and the San Diego Fire Rescue Department ("SDFD") to serve residents within the City of San Diego.

The City currently has a twenty (20) channel 700 MHz P25 Trunked Simulcast Radio System with seven (7) sites. The 700 MHz system also includes two Astro Site Repeaters (ASRs) for extended coverage. Additionally, the City of San Diego has a two (2) channel VHF P25 Analog Simulcast Radio System with seven (7) sites.

The Wireless Services Division supports nearly 10,000 mobile and portable radios. The City of San Diego radio system customers include:

- City of San Diego Police Department
- City of San Diego Fire-Rescue Department (includes Lifeguard)
- City of San Diego Public Utilities Department
- City of San Diego Environmental Services Department
- San Diego Unified School District

- San Diego Community College District
- Ambulance/Paramedic Services

5. CRITICAL SUCCESS FACTORS

ADCOMM Response: *Understood.* ADCOMM's services shall result in maintaining [eight] Critical Success Factors:

1. Maintain 99.999 percent service availability at all times
2. Ensure seamless interoperability with regional partners
3. Ensure current security standards are met
4. Ensure software and hardware versions are current and can function across the communications ecosystem
5. Maintain FCC license and Spectrum compliance
6. Ensure 24X7x365 monitoring and support
7. Deliver value for money
8. Optimize system scalability

6. SELECTION PROCESS

ADCOMM Response: *Understood.* The City intends on awarding contracts for up to five (5) of the top scoring firms as a result of the evaluation process.

7. WORK ORDER REQUIREMENTS

ADCOMM Response: *Understood.* Services will be provided via the Work Order process. Certain tasks described in this RFP will be performed on an as-needed basis when requested through a Work Order process; see: Work Order Request Template (per Exhibit H).

1. Work Order Instructions
2. Work Order Award Criteria:
3. City of San Diego Requirements
 - 3.1. Objectives
 - 3.2. Project Overview
 - 3.3. Key Constraints and Timelines
 - 3.4. Key Deliverables
 - 3.5. Other Information and Attachments
4. Consultant Work Order Proposal Response
 - 4.1. Executive Summary
 - 4.2. Project Approach
 - 4.3. Team Composition and Availability
 - 4.4. Timelines
 - 4.5. Work Order Pricing

The work defined in each Work Order will constitute a "Project". The cost for services may vary depending upon the amount of work estimated for a particular Project. If the City awarded contracts to multiple successful Proposers that could potentially perform the services. To authorize the work, the City will first send each such successful Proposer's authorized representative, via e-mail, U.S. mail or an express mail service, a Work Order information request. A response to the Work Order proposal response must use the Work Order Template: executive summary, project approach, team composition and availability, timelines, and pricing as described. Successful proposer will be notified of Work Order acceptance or rejection via e-mail and the e-mail acceptance will be the authorization to perform the work. Any changes to the scope, schedule, deliverables or compensation must be agreed to in advance by amendment to the Work Order. Successful Proposers must be able to start the work per the Work Order in the timeframe agreed upon with the City.

8. SERVICES DELIVERY

ADCOMM Response: *Understood.* Successful Proposers must be able to start the work per the Work Order in the timeframe agreed upon with the City. The City will be clear during its future request for quotations on what its requirements are in terms of physical presence for each piece of work.

9. SERVICES VOLUME

ADCOMM Response: *Understood.* Services will be requested by the City on an ad-hoc basis, dependent upon business priority. A competitive bill-rate is requested as part of this solicitation for a variety of disciplines; the City will require the successful Proposer(s) to invoice based upon either the agreed Time-and- Materials rate, or a blended daily rate, or an agreed-upon fixed-fee schedule.

The City requires for the successful Proposer(s) to include any travel or expenses incurred through the provision of Services in the cost of the Services, within their Time and Materials and Blended rates for their Proposal. The City will not accept any invoices for any expenses or costs incurred outside of successful Proposer(s) hourly rates.

The City reserves the right to request Services as and when required throughout the duration of the Contract.

10. SCOPE OF SERVICES

ADCOMM Response: *Understood.* The successful Proposer(s) may be required to perform one or more of the following tasks under the resulting Agreement(s); this list is not exhaustive and serves as an 'overarching' scope for future City Public Safety Communications Consultancy requirements.

10.1. DOCUMENT AND SYSTEM REVIEWS

10.2. INTERFERENCE INVESTIGATION AND RECOMMENDATION

10.13. GENERAL RESPONSIBILITIES

10.3. FCC/REGULATORY SUPPORT

10.4. LINK ANALYSIS & PATH STUDY

10.5. SYSTEMS ENGINEERING

10.6. SYSTEMS DESIGN & IMPLEMENTATION

10.7. LAND MOBILE RADIO AND WIRELESS TECHNOLOGIES

10.8. PROJECT MANAGEMENT & SYSTEMS IMPLEMENTATION

10.9. FCC LICENSING SERVICES

10.10. GRANT ASSISTANCE & STRATEGIC PLAN & FUND GUIDANCE

10.11. DOCUMENTATION AND RADIO PROGRAMMING TASKS

10.12. ADDITIONAL TECHNICAL SERVICES

ADCOMM has provided a matrix identifying personnel past experience against the requested scope of services (Items 10.1 – 10.12) in **APPENDIX B: Scope of Services vs Team Members' Past Experience**.

ADCOMM's matrix may also be accessed directly via our Smartsheet publish link: <https://app.smartsheet.com/b/publish?EQBCT=61a1cbb1a1f24e4bb465a5e50e35805a>

11. CONSULTANT RESOURCE RESPONSIBILITIES

ADCOMM Response: *Understood.* City requires that the Scope of Work is performed, at a minimum, by the following roles with a corresponding minimum experience for each role.

- Senior Consultant and Engagement Lead
- Project Manager
- PMP certified
- RF Engineer
- RF Technician
- Network Engineer

ADCOMM has identified compliance of roles and minimum experience for each of our team members within **Section 2.1.3 Team Members Resumes and Experience**.

12. SERVICE LEVELS

ADCOMM Response: *Understood.* ADCOMM understands it is essential that deliverables are reviewed and provided to City in a timely manner. ADCOMM and the City will agree to service terms in *writing on a project-by-project* basis.

Exhibit I, Interrogatories

2.9 EXHIBIT I, INTERROGATORIES

See TAB B Section **2.13 Proposer's Response to the RFP** for answers to Exhibit I, Interrogatories. References to answers are provided within the Excel document.

TAB B: Executive Summary and Responses to Specifications



REQUEST FOR PROPOSAL

Public Safety Communication Consulting Services

Solicitation No. 10090304-25-S

PREPARED FOR:

City of San Diego



DATE SUBMITTED

July 31, 2025

ADCOMM Engineering LLC

Bridging The Gap Between Operations & Technology®

18809 Autumn Way
Sandy, OR 97055
Phone: 425-487-1361
adcomm911.com

2.11 A TABLE OF CONTENTS.

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Appendix

- A Team Resumes
- B Scope of Services Versus Team Members’ Past Experience

1. EXECUTIVE SUMMARY

2.12 AN EXECUTIVE SUMMARY, LIMITED TO ONE TYPEWRITTEN PAGE, THAT PROVIDES A HIGH-LEVEL DESCRIPTION OF THE PROPOSER'S ABILITY TO MEET THE REQUIREMENTS OF THE RFP AND THE REASONS THE PROPOSER BELIEVES ITSELF TO BE BEST QUALIFIED TO PROVIDE THE IDENTIFIED SERVICES.

ADCOMM Meets and Exceeds the RFP Requirements. We've been in business since 1979, always specializing in public safety communications systems. Ms. Susan Ronning, P.E., PMP, ASEP took over ownership of ADCOMM Engineering LLC in 2020. Ms. Ronning's personal history in and around San Diego, her unique background working for Motorola and Tait, the City of Glendale, California (including her specific involvement in the creation of ICI (<https://www.icisystem.org/>)) and her leadership at ADCOMM, make us the right choice to support the City with ongoing RF engineering and related land mobile radio systems services. *We are independent, vendor and manufacturer neutral, and act on behalf of, and will only act on the best interests of the City.*

Why ADCOMM? This is WHAT We Do and We LOVE What We Do! We truly are *Best Qualified to provide the City's Identified Services*. Land mobile radio, microwave, FCC licensing, capturing needs and wants and ensuring their verification and validation – that IS what we do! Our team is passionate about our work. We do it – we keep doing it – not because it pays the bills... it's something we care about and believe in. Our team has unique skillsets and experiences that we can offer our clients. We learn from each of our clients and their projects. Everything we learn – we apply to the next agency we work with, the next problem or solution we encounter.

Ms. Ronning's experience working as a vendor and as a radio system manager, identified the need for **client advocates**. Agencies don't typically need, nor can they afford an RF engineer on full-time salary. It's only when significant adds or changes happens is when high level technical support is needed. With 10- to 15-year timelines for radio system replacements, agency leads might be lucky to replace a system twice in their career. Consulting engineers hone their skills and knowledge base by supporting multiple agencies across various vendor platforms with their updates, upgrades, and changes day in and day out. This level of knowledge, experience, and expertise not only saves the agency's time and money, but it alleviates the heartache and headache of a bad deployment.

Not only are we great at what we do, but we care. We have spent significant energy developing our **Smartsheet® collaboration toolsets** to ensure our clients, and their customers and stakeholders, can easily understand and interact with the project team as we define, design, deploy, configure, integrate, test, and transition technology systems. We pride ourselves on being able to capture stakeholder needs such that it can be found again – even 3 years later! We have applied **PMI® Project Management** and **INCOSE® Systems Engineering** to our operations to ensure that as we walk through integrated test procedures, we're able to not only verify the system works as designed, but the configuration and implementation of that system is validated against the original stakeholder needs. *ADCOMM truly does "bridge the gap" between operations and technology - exactly what San Diego is looking to achieve from this RFP.*

2. PROPOSER'S RESPONSE TO THE RFP

2.13 PROPOSER'S RESPONSE TO THE RFP.

Thank you for allowing ADCOMM Engineering LLC (ADCOMM) the opportunity to submit an offer for the provision of Public Safety Communication Consulting Services (Services) to the City of San Diego's Department of Information Technology (City).

Project Understanding. ADCOMM understands the City intends to retain industry expertise that will result in (1) a high standard of advice and documentation that appropriately addresses all City business concerns and (2) timely and effectual industry-leading advice that will assist with ensuring the City continues to deliver outstanding public safety communication services to its residents – all while meeting and maintaining the City's critical success factors. Furthermore, ADCOMM understands in order to avoid a conflict of interest and protect the integrity of the procurement process, we will be precluded from submitting a proposal in response to any RFP for the provision of wireless services via the resulting agreement.

Project Objectives. ADCOMM understands the City desires to retain industry expertise that will result in (1) a high standard of advice and documentation that appropriately addresses all City business concerns and (2) timely and effectual industry-leading advice that will assist with ensuring the City continues to deliver outstanding public safety communication services to its residents.

We know the technologies and the environment they operate in. ADCOMM's owner and principal engineer, Ms. Susan E. Ronning, P.E., PMP, ASEP, spent her early career in San Diego. After serving 4 years of active duty in the U.S. Navy, she attended San Diego State University (SDSU) for her B.S. Electrical Engineering degree and where she went to work for Motorola as a systems engineer on public safety land mobile radio systems at their San Diego headquarters office on Carroll Canyon Road. She performed coverage testing throughout San Diego County and supported site visits to many of the local radio tower sites. ADCOMM's key expertise includes:

- RF engineering support for 700/800 MHz, VHF, UHF wireless communications systems
- Public safety radio communication equipment, technologies, and infrastructure
- Emergency response, command and control systems
- Interoperable communications
- Integration services, *and*
- *Frequency searches, Letters of Concurrence, and FCC Licensing*
- *Microwave and RF point-to-point transport network assessments and conceptual designs*
- *Operational and staffing assessments within Dispatch Center Operations*

Although we support the transportation of IP/MPLS networks, we are not, nor do we pose to be, network engineers. Therefore, we recommend one of our partner firms whose core expertise is specifically focused on network engineering as it relates to critical IT/OT networks. ADCOMM's

expertise is to define and validate the required integrations between systems and the end user outcomes to ensure the whole system meets the needs of the owner.

2.1 Organizational and Key Team Member Experience and Qualifications

2.1.1 Organizational Experience and Qualifications

EXHIBIT I – 1.01.A. YOUR PROPOSED ORGANIZATION’S EXPERIENCE IN PERFORMING THE SERVICES (OR SERVICES OF A SIMILAR NATURE), DESCRIBED IN THIS RFP

ADCOMM has completed close to 800 projects in our 45+ year career. We have worked for a variety of clients in all different environments on various project types across the United States, with special emphasis on the West Coast. We have worked with cities and counties; public safety, utilities, and transportation agencies; airports; school districts; 9-1-1 call centers; ambulance services; water and waste water districts, canal and irrigation owners, and maritime associations; and so many others. We pride ourselves on understanding our clients’ unique operations and their stakeholder’s needs to include operators, maintainers, suppliers, and executives alike.

We developed a matrix using the **City’s scope of services (RFP Exhibit B Section 10)** versus our consultant team members’ experience on past projects to assess our skills and experiences against the City’s requested services. **Of the 98 items listed, our team checks the box FOR EVERY SINGLE ITEM except four.**

- For the following two items, we haven’t yet had the opportunity to work with a vendor to implement and/or test this newer functionality on our client’s systems:
 - *“Additional Technical Services: Mission-Critical Push-to-Talk (MCPTT)”*
 - *“Additional Technical Services: Potential ability for network roaming/handover between City LMR and commercial LTE services”*
- *“Additional Technical Services: IP network design and interface into other enterprise networks”*
 - Although we define the network interfaces and integrated validation tests, we engage network engineering partners (or client IT/OT network engineers) to perform the detailed design and testing functions.
- *“Systems Design and Implementation: Software support”*
 - Our staff are not software engineers, nor have we supported software systems. To ensure client needs are met, we would identify end user expectations and define integrated validation tests to ensure software systems are performing as required.

The following **ADCOMM project matrix** provides a high-level overview of the various clients and client projects that we have performed over the years. Many of our clients are repeat customers whom we’ve supported for decades!

ADCOMM's project matrix lists our current and past clients and denotes the project technologies we've supported them on.

Black dots indicate if the work was done within the past 5 years whereas **orange dots** were completed more than 5 years ago.

Client Name	ADCOMM Project Matrix																			
	Radio						Operations/Management				Dispatch Center Related			Network						
	Simulcast	Trunked Radio Systems	System Review	Miscellaneous	Site Design	Conventional	FCC Licensing	RF Propagation	Feasibility Studies	Dispatch Center Consolidation	Workload Studies	Management Studies	Dispatch Center Design	Consoles	CAD/RMS	9-1-1 Telephone Systems/Network	Microwave	Data	Combination	Feasibility
Albany, OR			●				●													
Atlantic County, NJ								●	●	●	●	●				●		●		
Centralia, WA								●		●					●					
Chelan County PUD, WA		●											●	●		●				●
Clark Regional WW Dist, WA				●		●	●	●									●			●
Clatsop County, OR			●					●												
Cow Creek Tribe, OR	●	●	●			●	●	●									●	●		
Cowlitz County, WA	●	●	●		●		●	●					●	●	●	●		●		
CRESA, WA	●	●	●	●	●	●	●	●				●	●	●	●	●	●	●		
Deschutes County, OR		●		●			●	●						●						●
Douglas County, OR	●					●	●	●									●		●	●
Eugene, OR			●			●	●	●												
Franklin County, OH								●	●		●									
Fred Hutch Cancer Center, WA		●	●			●	●	●												
Grant County PUD, WA			●											●			●	●		●
Grays Harbor County, WA	●				●	●	●	●												
Hood River County, OR	●		●		●		●	●									●			
Idaho Power Company, ID			●	●	●		●	●												●
King County, WA				●	●		●	●		●										●
Kings County, CA	●		●					●											●	
Kitsap County, WA	●		●		●	●	●	●					●	●	●	●	●	●		●
Kitsap Transit, WA		●	●	●			●	●											●	
KITTCOM, WA	●	●	●		●	●	●	●												
Klickitat County, WA	●		●		●	●	●	●					●	●	●	●				
Klickitat County PUD, WA			●			●	●	●												
Lane County, OR	●	●					●	●									●	●	●	●
Latah County, ID	●		●			●	●	●									●			●
Lincoln County, OR	●		●			●	●	●									●			●
MACC, WA	●		●	●			●	●					●				●			●
Meteorcomm, WA			●																●	●
Marion County, OR	●		●		●	●	●	●									●	●	●	●
Maritime Fire & Safety, OR					●	●	●	●									●			●
NORCOM, WA	●			●		●	●	●		●	●	●	●	●	●	●	●	●		●
North Slope Borough, AK		●		●			●	●						●			●		●	
Northshore School District, WA						●	●	●												
Okanogan County, WA	●		●				●	●		●							●		●	
Oregon, Dept of Corrections, OR					●															
Oregon Military Dept, OR								●			●									
PAE/PDX TCORE, OR			●	●	●		●	●												
Park County, MT			●																	
Portland, OR	●	●	●	●	●	●	●	●				●	●	●	●	●	●	●	●	●
Portland, Port of, OR			●																	
Quinault Tribe, WA	●				●		●	●												
Raleigh, NC								●		●										
Richland, WA					●		●	●									●			
Salem, OR	●	●			●		●	●						●			●	●	●	●
San Luis Obispo County, CA							●	●						●						
Seattle Public Utilities, WA			●	●	●	●	●	●									●	●		●
SNO911, WA				●																
SNOPUD, WA			●											●						
Spokane, WA	●		●	●	●	●	●	●					●	●	●	●	●	●		●
TCOMM, WA	●	●		●	●	●	●	●					●	●	●	●	●	●	●	●
Timberline, OR			●																	
Tennessee Valley Authority, TN			●			●	●	●												●
UMRDD, OR			●																	
Valley Com, WA	●	●			●	●	●	●			●	●	●	●	●	●	●	●	●	●
Valley County, ID	●		●			●	●	●									●	●		●
Wasco County, OR	●		●			●	●	●							●		●	●		●

● <5 years ● >5 years

EXHIBIT I – 1.01.B. STATEMENT OF INTEREST IN PROVIDING THESE AS-NEEDED CONSULTING SERVICES

ADCOMM is interested, able, willing, and excited for the opportunity to support the City with our public safety communication consulting services. Not only are we highly qualified, but our management team is simple, straight-forward, no nonsense, whose goal is to ensure our clients get their needs met, plus our people are easy to work with. We are a team of 10 employees plus additional contracted staff. We are not owned nor managed by big corporate types.

ADCOMM will always have your best interests in mind – not shareholders’ bottom line!

EXHIBIT I – 1.01.C. PRIMARY POINT OF CONTACT (NAME, TITLE, PHONE, EMAIL)

Primary Point of Contact	Susan E. Ronning, P.E., PMP, ASEP – Owner & Principal Engineer
Principal Address – Physical	18809 Autumn Way, Sandy, Oregon 97055
Contact Phone	(971) 718-7574
Contact Email	s.ronning@adcomm911.com
Corporate Office – Mail	P.O. Box 58, Cle Elum, WA 98922-0058
Corporate Office – Phone	(425) 487-1361
Corporate Website	www.adcomm911.com

EXHIBIT I – 1.01.D. CONFIRM WHETHER THE PRIME CONSULTANT (YOUR ORGANIZATION) HAS WORKED WITH PROPOSED SUB-CONSULTANT(S) ON SIMILAR PROJECTS IN THE LAST THREE (3) YEARS? IF YES, PROVIDE DETAILS OF THE PROJECT, EACH FIRM’S ROLE ON THE PROJECT AND THE DATES THE SERVICES WERE PERFORMED. LIMIT EXAMPLES TO ONE (1) PROJECT FOR EACH SUB-CONSULTANT FIRM.

No subconsultants are planned for use on this contract.

EXHIBIT I – 1.01.E. ADDITIONAL SUB-CONTRACTOR/SUB-CONSULTANT INFORMATION (IF APPLICABLE):

-DESCRIBE THE TYPE(S) OF EXPERTISE THAT EACH SUB-CONTRACTOR/SUB-CONSULTANT ON YOUR TEAM CAN PROVIDE

-HOW LONG HAS EACH SUB-CONTRACTOR/SUB-CONSULTANT ON YOUR TEAM PROVIDED THESE TYPE(S) OF EXPERTISE

For MPLS networks, we work with Infinity Technology Solutions LLC; for non-MPLS networks, we typically work with CVE Technologies Group. Our team has worked with both companies over multiple years. We highly recommend their capabilities and expertise to support the City.

We have not included Infinity nor CVE in our bid response at this time.

2.1.2 Project Team Skills and Experience

EXHIBIT I – 1.02. BRIEFLY DESCRIBE THE EXTENT OF YOUR PROPOSED TEAM’S EXPERIENCE WITH RESPECT TO:

ADCOMM’s team has ample experience with the City’s requested skills and experience:

- a. Interoperability
- b. Microwave/MPLS Networks
- c. Tower/Radio Site Management
- d. FCC/Regulatory Support
- e. Life Cycle Support, Technology Refresh

In addition to providing example project experiences for each of the above items, we’ve added a few extras to “f. Any additional experience related to the Scope of Services.”

- LMR Network RF Coverage Assessment and Analysis
- In-building Enhancement and DAS Design
- Preparation of Procurement Documentation
- Documentation Management and Data Maintenance

EXHIBIT I – 1.02.A. INTEROPERABILITY

Every project includes an aspect of interoperability. Interoperability could be applied two ways – between people in their operations, or between systems to share data and information to support people’s situational awareness.

The **Thurston County’s Emergency Radio Network (TCERN)** radio system replacement project transitioned the County from an analog VHF conventional system to a trunked P25 Phase 2 system, TCOMM911 knew they would need help so they enlisted ADCOMM’s support on multiple fronts.



To support interagency operations, ADCOMM led the discussions between Pierce County and Washington State Patrol (WSP), their nearest neighbors and interoperability partners along the I-5 corridor. ADCOMM assisted by defining where talkgroups for each agency’s system would provide optimal service. With that information, we were able to aid the agencies in defining how and when interoperability talkgroups could best be used. Additionally, new subscriber radios needed to be programmed to operate on both the old and new radio systems during the transition while keeping communications available within the County and with neighboring agencies during the testing and transition process.

With ADCOMM’s help, TCOMM deployed a 23-site county-wide public safety radio network serving nearly 50 local police, fire, and EMS agencies,

EXHIBIT I – 1.02.B. MICROWAVE/MPLS NETWORKS

ADCOMM has demonstrated capabilities in microwave path design based on recent experience with multiple other projects.

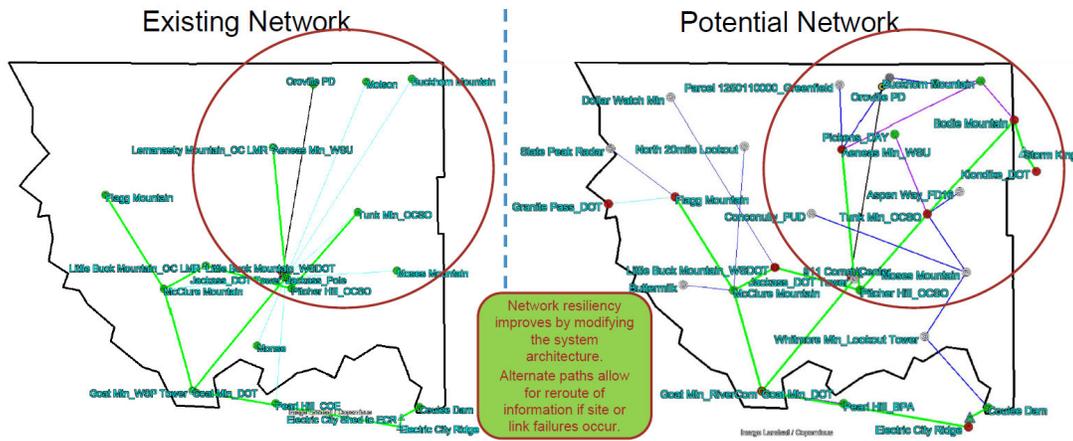
Our subject matter experts, Mr. Jeff Forsha and Mr. Jose Ruiz, each have over 25+ years’ experience in microwave path design working under ADCOMM and with their previous engagements.

A few recent projects where preparation of design briefs for new and modified microwave paths have been performed include:

- **Cowlitz911 Radio Project** | Jeff Forsha, Jose Ruiz
- **SNO/NORCOM VHF Paging Project** | Jeff Forsha, Jose Ruiz
- **Okanogan County Radio Network Enhancements Project** | Jeff Forsha

In all of these projects, ADCOMM evaluated the existing microwave network topology and the equipment in use to determine existing reliability and resiliency, then assessed potential improvements considering the possibility of reusing existing, up-to-date equipment and procuring new.

A sample assessment and recommendation is shown below:



ADCOMM is capable and able to support the development of:

- Design and verification standards and processes
- Microwave path monitoring and planning process development for both near-term and long-term network stability and growth requirements
- Baselining and maintaining their system performance

EXHIBIT I – 1.02.C. TOWER/RADIO SITE MANAGEMENT

ADCOMM has performed many different aspects of tower/radio site assessments, update, management, and maintenance.

Idaho Power was experiencing severe interference to their 220 MHz trunked radio system from two high power 100 kW, FM broadcast stations at their Picabo Hills radio site. ADCOMM worked with Idaho Power remotely to provide input regarding testing procedures for Idaho Power crews to locate the sources of interference. ADCOMM personnel schedule an on-site visit to perform additional testing with the Idaho Power staff. Testing and analysis determined passive intermodulation (PIM) issues resulting from dissimilar metals on the tower. ADCOMM recommended moving to a different tower on the site and updating the offending tower's hardware. Those solutions worked well enough that the radio site continues to be in use today.



Benton County Emergency Services (BCES) was forced to vacate their radio tower site in the City of Richland as the landowner decided to turn the property into a winery. The city contracted with ADCOMM to design and oversee the build, installation, and testing of a new greenfield site (**Red Mountain**) and interface that new location to the 911 center. ADCOMM provided project management and systems engineering services for planning, concept design, detailed engineering, procurement, and implementation oversight for a new (greenfield) radio communications site to replace BCES's lost system coverage. ADCOMM's scope included capturing tenant requirements within the building, leading interoperability discussions with partner agencies, and leading site development for a new communications tower, shelter, backup power systems, microwave path, and P25 radio system equipment.



EXHIBIT I – 1.02.D. FCC/REGULATORY SUPPORT

ADCOMM has demonstrated capabilities in LMR and microwave frequency licensing support based on recent experience with multiple other projects.

Our subject matter experts, Mr. Mike Norin and Mr. Jose Ruiz, each have over 18+ years' experience in LMR and microwave frequency licensing, respectively working under ADCOMM and with their previous engagements.

A few recent projects where frequency licensing support have been performed include:

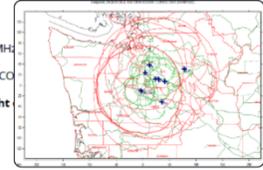
- **PSERN** | Mike Norin
- **SNO/ NORCOM VHF Paging project** | Mike Norin, Jose Ruiz
- **Okanogan County Radio Network Enhancements project** | Mike Norin
- **Thurston County (TCOMM)** | Mike Norin
- **SNOPUD** | Mike Norin

In all of these projects, ADCOMM developed frequency allocation plans, drafted and prepared technical information for frequency license applications, led frequency coordination services, and led technical support services for frequency licensing and spectrum management activities. A couple of sample projects are included below.

For Puget Sound Emergency Radio Network (PSERN), Washington, 800 MHz Frequency Plan Development and FCC Licensing – ADCOMM developed the 800 MHz frequency plan for the largest local-government public safety radio system in the Pacific Northwest, along with responsibility for FCC licensing for this new countywide Project 25 Phase 2 system, serving a population of over 2 million residents.

MEMORANDUM

DATE: March 10, 2023
TO: Debra Davis, Chair, Region 43 800 MHz
FROM: Mike Norin, Technical Specialist, ADCOMM
SUBJECT: King County PSERN antenna height repeater at Indian Hill



Purpose

On behalf of King County Puget Sound Emergency Radio Network (PSERN), with this memorandum ADCOMM Engineering LLC (ADCOMM) requests approval of the Region 43 800 MHz NPSAC Regional Planning Committee (RPC) to correct the licensed transmit antenna height for PSERN's 8CALL90 800 MHz interoperability repeater at Indian Hill in Tacoma, Washington. Because the overall impact of this correction is small, ADCOMM submits this memorandum and attachments as an abbreviated RPC application, in lieu of a full RPC application.

For Snohomish County 9-1-1, Washington, 800 MHz Frequency Analysis and System Frequency Planning – ADCOMM performed extensive frequency analysis and planning for a new countywide public safety radio system for first responders that serve the county's more than 800,000 residents and that is impacted greatly by U.S.-Canada border treaty restrictions.



As part of the FCC licensing process related to a frequency change to avoid a co-channel conflict between one of Washington State Department of Transportation's statewide mobile simplex channels and SNO911's new 800 MHz P25 trunked system, we submitted a supplemental Region 43 application package for review and approval by the 800 MHz NPSAC Regional Planning Committee. This application augmented our previous application, which was approved by the RPC on November 29, 2023.

SNOPUD's MOTOTRBO Engineering, Implementation, and FCC Licensing Services, Everett, Washington (2015-present). Snohomish County PUD has



contracted with ADCOMM over multiple decades for a variety of improvements and updates to their radio systems. After starting with a 900 MHz Motorola SmartNet system, ADCOMM supported SNOPUD's temporary move to MotoTRBO. After a short stay, the agency determined MotoTRBO was not a good fit for their operations. They were able to procure privately owned frequencies sufficient to build out a new radio system. ADCOMM has helped over the years with defining sites, performing coverage testing, and leading frequency assessments and licensing efforts. SNOPUD transitioned to a 900 MHz L3Harris P25 Phase 2 trunked radio system to replace its legacy 900 MHz analog radio system. ADCOMM worked with end users to identify the operational requirements for the radio and dispatch console systems, and then engineered the new systems to meet those requirements. The new system provides coverage throughout SNOPUD's service area, which primarily encompasses Snohomish County and Camano Island, Washington. Implementation of the new 900 MHz system has been deferred, in part due to 900 MHz band reconfiguration to support broadband. ADCOMM performed radio traffic analysis to develop talkgroup plans and appropriately size the capacity of the new systems. For implementation, ADCOMM developed system performance specifications and a test plan and facilitated the deployment of a new dispatch console system. As the systems were deployed, ADCOMM reviewed radio system test data and made recommendations to optimize system performance.

Most recently, ADCOMM has been assisting SNOPUD with FCC licensing, RF intermodulation studies, and other RF-related items to support SNOPUD's technical project team.

EXHIBIT I – 1.02.E. LIFE CYCLE SUPPORT, TECHNOLOGY REFRESH

ADCOMM performed a needs assessment for **Okanogan County, Washington**, for the purpose of improving their radio system coverage and operations (**life cycle support**). We researched sites and system data to run coverage studies of the existing VHF radio channels to gain an understanding of what channels were deployed where. Through stakeholder interviews, we learned that Law and Fire had to “share” channels in certain outlying areas. It was of key importance to the field users to have discrete operations-based channels and dispatcher operators dedicated to support them. Figure 1 displays the gaps in coverage and issues elicited from the stakeholder interviews and the subsequent transformation to system requirements.

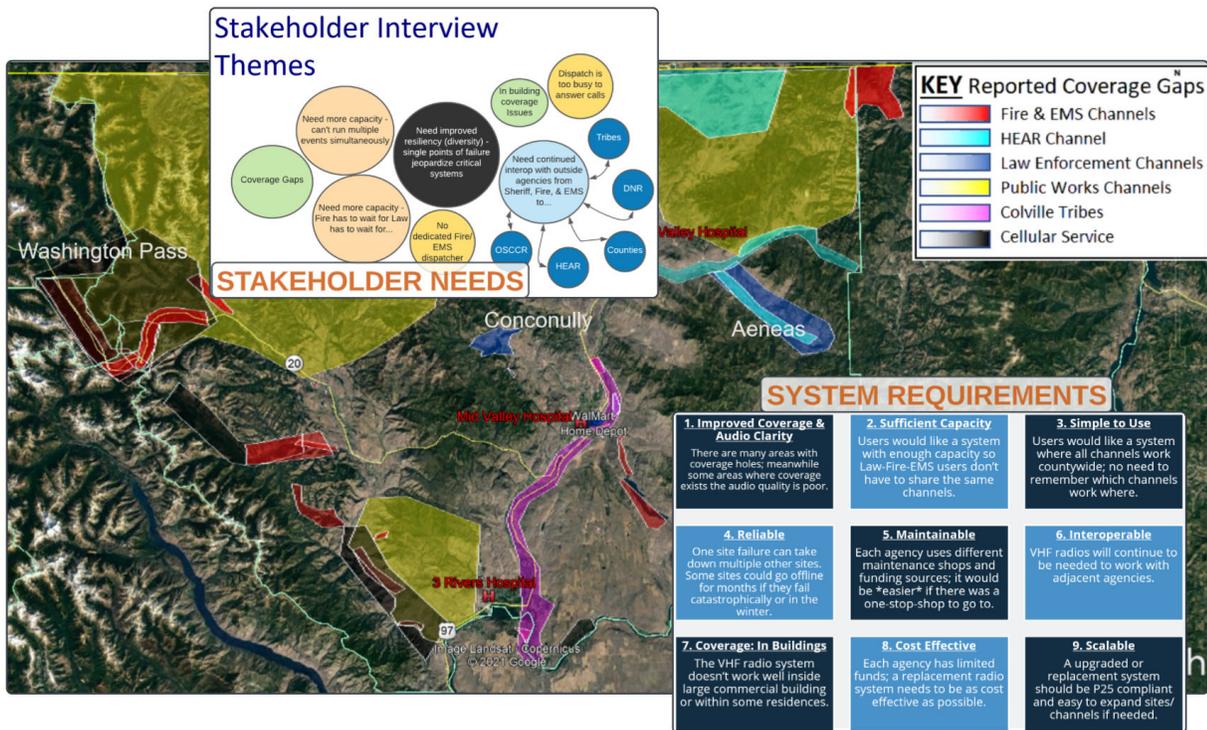


FIGURE 1: Okanogan County's Stakeholder Needs Translated to System Requirements

To support **technology refreshes**, ADCOMM determined agency needs in order to develop a set of system requirements to replace existing analog, T1-based equipment that is no longer supported nor available from manufacturers and supporting systems, as needed.

- **City of Salem, Oregon** | Joe Blaschka Jr., Mike Norin
- **Douglas County, Oregon** | Susan Ronning, Jennifer Skilowitz, Jeff Forsha, Jose Ruiz, Dari Reddy

For the **City of Salem, Oregon**, Motorola's Trunked SmartNet system was replaced with P25 standards based and IP-linked technology equipment. This project involved engineering, specification, project management, implementation support, and acceptance testing for a new radio system, new microwave network, DC power systems, equipment shelters, and site work. A contract was awarded to



Motorola for the implementation of the radio portion of the project. This project involved consoles and work at the primary dispatch center, two remote dispatch centers, and five radio sites. ADCOMM designed site improvements, site transport, and ancillary system portions of the project as well as provided system transition and other implementation engineering support. This project is complete and successfully operating.

More recently, for **Douglas County, Oregon**, ADCOMM developed specifications for two system updates – (1) land mobile radio and (2) microwave antennas and transmission lines used by fire, law, and ambulance personnel. The existing VHF analog simulcast land mobile radio existing system was failing, and spare simulcast components were difficult to obtain, even on the second-hand market. ADCOMM developed a competitively bid specifications package to replace the VHF analog base stations with IP-based backhaul and software-based simulcast modules to ensure continued operation and seamless transition for their end users. Options for RF simulcast coverage enhancements were also specified. For the microwave radio system refresh, the County had previously replaced the microwave radio equipment but had not replaced the antennas and lines supporting this equipment. ADCOMM developed the specifications based on County provided site information to competitively bid the replacement of the RF equipment. ADCOMM is currently overseeing each awarded vendor’s project team simultaneously.



EXHIBIT I – 1.02.F. ANY ADDITIONAL EXPERIENCE RELATED TO THE SCOPE OF SERVICES

LMR Network RF Coverage Assessment and Analysis

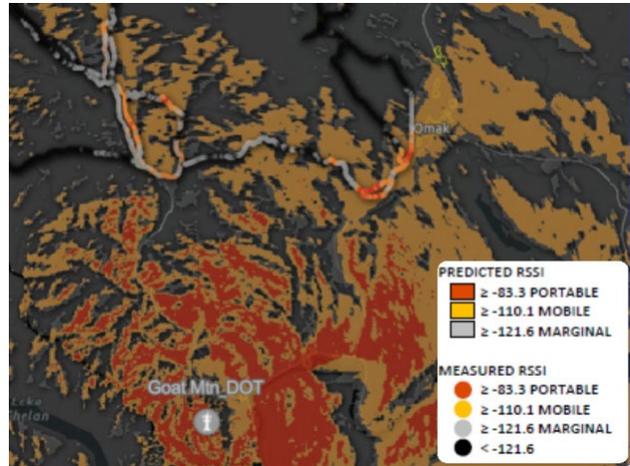
ADCOMM is the go-to consulting firm for coverage assessment, interference analysis, and RF troubleshooting based on the over 700 projects we have completed and the list of clients that we continue to work with on an ongoing basis. We regularly provide technical training on RF and land mobile radio systems at local and national conferences, i.e., APCO, UTC, IWCE, etc.

A few recent projects where drive test services including data collection and analysis, LMR network design analysis using GIS-based tools, and coverage enhancement planning to include in-building coverage have been performed include:

- **Okanogan County for WSDOT** | Jeff Forsha, Susan Ronning
- **Wasco County for ODOT** | Jeff Forsha, Susan Ronning
- **San Luis Obispo UHF/VHF Radio System** | Jeff Forsha, Susan Ronning

In each of these projects, ADCOMM evaluated the existing radio network coverage and the equipment in use and developed drive routes and test points to support assessing current radio system coverage to assist in decision making. ADCOMM’s team members have extensive experience in drive test planning and resultant data assessments as consulting engineers as well as team member’s history working for and under radio system manufacturers.

For both Okanogan County (Washington) and Wasco County (Oregon), the existing local Department of Transportation (DOT) system was a viable alternative to building their own radio system. In both cases, Mr. Forsha performed coverage modeling of the DOT system using EDX software, then output the coverage maps into Google Earth and/or ArcGIS for client review over roads/terrain. He then defined grid maps along roads for testing. Both BER and RSSI capture levels were defined and routes were built for either ADCOMM to perform detailed testing or the client to perform spot checks.



For San Luis Obispo (California), ADCOMM aided the agency in assessing their current radio system to determine if the existing RF antenna systems matched predicted performance to determine if equipment was working properly or should be updated or replaced.

Based on the outcome of the testing, ADCOMM provided recommendations on which sites to add or modify, which antennas should be used at what azimuth and heights, and what launch timing should be used to reduce time domain interference (TDI). Service reliability levels were defined to support portable radio use versus mobile/vehicle operation.

In-Building Enhancement and DAS Design

ADCOMM has demonstrated capabilities in in-building coverage enhancement and DAS design based on recent experience with other projects.

Our subject matter expert, Ms. Jennifer Skilowitz, has over 15+ years' experience in in-building coverage design and assessments working under ADCOMM and with previous engagements.

A few recent projects where evaluation of existing in-building coverage and DAS augmentation have been performed include:

- **Chelan PUD** | Jennifer Skilowitz, Jeff Forsha
- **Grant PUD** | Jeff Forsha, Susan Ronning
- **SNO911 BDA DAS Coordinator** | Molly Kovaka, Jennifer Skilowitz, Brian Ackles

In both PUD projects, ADCOMM evaluated the existing DAS network (or lack thereof) and the equipment in use to determine potential improvements. For SNO911, ADCOMM performs an administrative and technical oversight role to assist authorities having jurisdiction (AHJ) or building owners with their transition to the upgraded radio system.

ADCOMM is capable and able to support design and advisory services to include, but not limited to:

- Review of existing DAS design approval processes.
- Evaluation of the technical criteria used to minimize the risk that a DAS presents to the PSERN network.
- Evaluation of technical criteria for DAS systems to be used to ensure best-in-class public safety DAS installations based on our previous work and team experience to support PSERN in baselining and maintaining their system performance as the system grows and ages.
- Uplink and downlink validation process development.
- Provide ongoing technical consultation and advice on modifications to PSERN's DAS program.

Preparation of Procurement Documentation

ADCOMM has demonstrated capabilities in the Preparation of Procurement Documentation based on recent experience with multiple other projects.

- **Cowlitz911 Radio Project** | Jeff Forsha, Jose Ruiz
- **Okanogan County Radio Network Enhancements Project** | Jeff Forsha
- **BCES Red Mountain Project** | Molly Kovaka, Jennifer Skilowitz
- **SNO911 800 MHz** | Molly Kovaka, Jennifer Skilowitz
- **Thurston County (TCOMM)** | Molly Kovaka, Jeff Forsha, Jennifer Skilowitz
- **Chelan PUD** | Jeff Forsha, Jennifer Skilowitz, Susan Ronning

In all of these projects, ADCOMM drafted technical specifications, developed system design drawings, and defined agency requirements within the project manual and drawing documents. In addition, ADCOMM has supported the evaluation of vendor proposals as part of the procurement process.

See Figure 2 for a sample table of contents for a specifications package (project manual and associated diagram).

In addition, ADCOMM utilizes a Smartsheet® collaboration tool set to mark and manage contractor Request for Information (RFI) questions. This allows everyone to easily find and review past RFI questions and answers in one shared space.

1. PROJECT SCOPE	1
1.1 Purpose of this Document	1
1.2 Background of this Project	1
2. GENERAL REQUIREMENTS	2
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4. GENERATOR REQUIREMENTS	8
5. SUBMITTAL REQUIREMENTS	9
6. DELIVERY, STORAGE, AND HANDLING	9
7. COST AND FEES	10

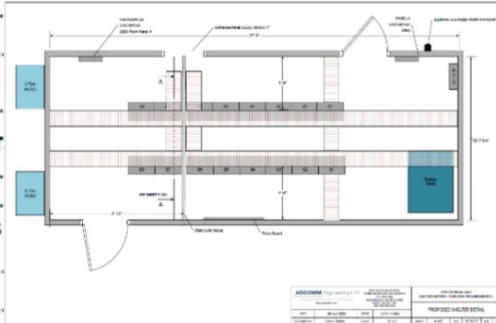


FIGURE 2: Sample Table of Contents

Documentation Management and Data Maintenance

One of the most difficult parts of any project is the documentation. How and where to capture information, where to store it, who has access to it, and how can it be kept up-to-date and relevant so that it doesn't sit on a shelf and collect dust.

To support information sharing, ADCOMM utilizes a Smartsheet® collaboration tool set. This tool ensures mutual understanding of the project needs and system requirements and ensures efficient management of the overall program to effectively manage and monitor our projects.

ADCOMM's project management and engineering tool set is based on industry-standard PMI® project management and INCOSE® systems engineering best practices with applications tailored for complex critical communications projects.

Smartsheet® provides a collaborative, shared environment and single source of truth for capturing and maintaining data. Sheets contain data while dashboards and reports provide views of sheet data.

Project management tools used for this project will include project contact and stakeholder lists, project control log (tracking tasks, impediments, decisions), schedule, transmittal log, and budget tracker.

The project team dashboard displays key real-time project status and metrics to keep the team focused and informed for always-on available data. Live reporting allows self-serve access to "always true" project status reports.

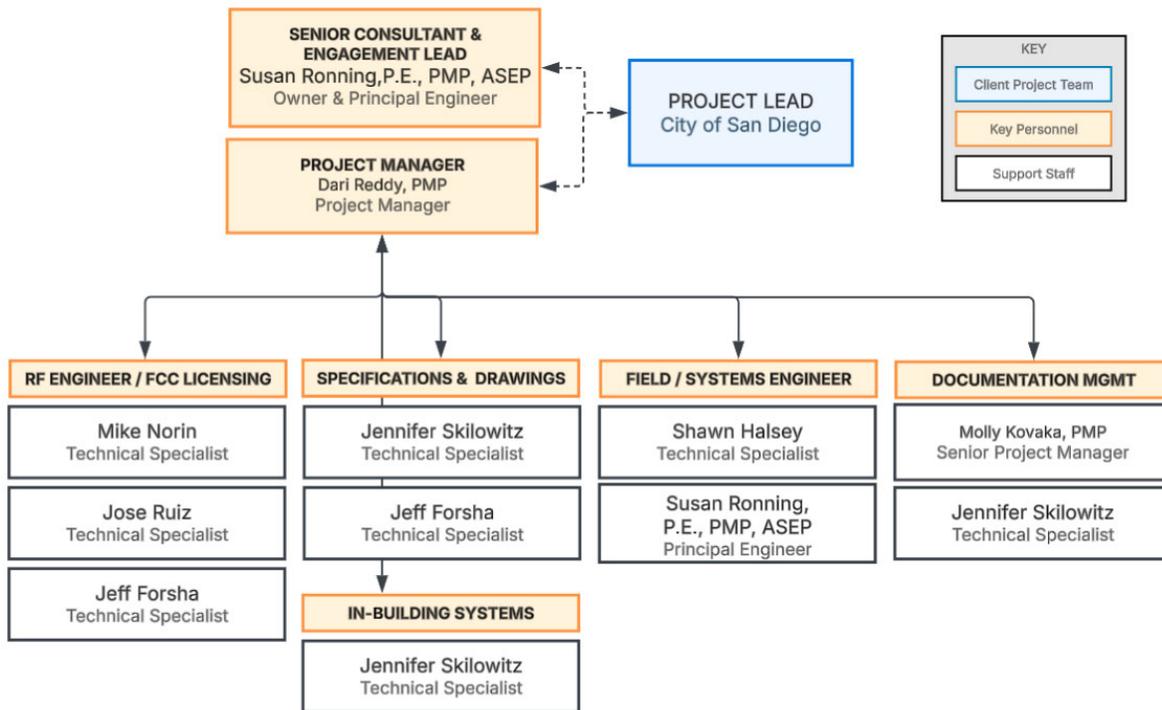
When additional engineering/technology disciplines may be required on a given project, ADCOMM is able to manage and coordinate the work based on our use of collaboration tools whereby data is documented and archived for historical reference and able to be reviewed and edited (with data tracking) at any time.

2.1.3 Team Members Resumes and Experience

EXHIBIT I – 1.03. PROVIDE A RESUME FOR THE PROPOSED TEAM MEMBERS FOR THIS AGREEMENT (IF AWARDED), DEMONSTRATING THEIR PREVIOUS EXPERIENCE WITH SIMILAR PUBLIC SAFETY COMMUNICATION CONSULTING SERVICES ENGAGEMENTS, FOR EACH OF THE FOLLOWING:

- LEAD CONSULTANT
- PROJECT MANAGER
- RF ENGINEER
- NETWORK ENGINEER

ADCOMM proposes the following team members in the various roles, as listed below.



ADCOMM’s project team has the experience and capacity to provide the services as requested.

Team member detailed resumes are provided in Appendix A.

EXHIBIT I – 1.03 FOR EACH OF THE ROLES, PROVIDE UP TO THREE (3) EXAMPLES OF PRIOR RELEVANT PROJECTS; INCLUDE THE NAME OF PROJECT(S); DATES OF THE PROJECT(S); AND ROLES/RESPONSIBILITIES FOR EACH TEAM MEMBER ON THOSE PROJECT(S); AND DEMONSTRATE HIS/ HER UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES.

2.1.3.1 Lead Consultant – Susan Ronning, P.E., PMP, ASEP

Ms. Susan E. Ronning, P.E., PMP, ASEP, has **over 27 years of systems engineering and project implementation experience** in the land mobile radio industry and is principal engineer and owner of ADCOMM Engineering LLC. Ms. Ronning's varied experience ranges from an avionics technician in the United States Navy, to systems engineer for two different radio manufacturers (Motorola and Tait), a radio shop supervisor for the City of Glendale, California, and a consultant under multiple firms. She has designed and deployed multiple small- and large-scale radio networks for municipalities, utilities, and transit agencies and assisted with development of partnership agreements and governance models across the United States. She was a key driver behind development of the [ICI](#) radio system consortium, which now connects over 20 municipalities in Southern California.



Education: M.B.A, American Intercontinental University; B.S., Electrical Engineering, San Diego State University; A.S. Electronics Technology, Chapman University; F/A-18 A/B/C/D Aviation Electronics Training, U.S. Navy; Basic Electricity and Electronics Training, U.S. Navy

Licenses, Certifications, and Registrations:

- Registered Professional Engineer (AK, CA, DC, ID, IL, MO, NC, NJ, NY, OR, TN, TX, VA, WA, WY)
- Certified INCOSE® Associate Systems Engineering Professional (ASEP)
- Certified PMI® Professional Project Manager (PMP)
- Licensed FAA Private Pilot
- FCC Amateur Radio Operator – Technician Class

Project Role: Ms. Ronning is overall responsible for scoping projects as requested, performing primary client interface, and overseeing all work performed. Based on the work effort requested, she will identify the technical resources and expected project deliverables; she performs quality assurance reviews of data and client deliverables. Depending on the task(s) requested, she may perform the work.

Ms. Ronning meets the minimum experience expected for the role.

- 10 years' experience
- BSEE, BSET, BS/Physics, or Bachelor's Degree with Professional Engineer (PE) License
- MSEE or MS/Physics (preferred), Network Certification, Radio Frequency Engineering Experience (design and implementation), LTE/Fiber/Microwave Backhaul Experience, Lifecycle Management/Technology Refresh Experience, Grants and Asset Management Experience

Project Examples

LEAD CONSULTANT – SUSAN E. RONNING, P.E., PMP, ASEP	
PROJECT NAME:	Okanogan County – Radio Network Enhancements Project
PROJECT DATES:	February 2021 – Present
ROLE:	Systems Engineer – Technical Lead
RESPONSIBILITIES	Document and System Reviews, Systems Engineering, Systems Design and Implementation, Land Mobile Radio and Wireless Technologies, Strategic Plan and Fund Guidance, Documentation Tasks, Interagency Coordination, Coordination with the Project Stakeholders
UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES:	Work with Agency Engineers and Union Technicians

LEAD CONSULTANT – SUSAN E. RONNING, P.E., PMP, ASEP	
PROJECT NAME:	Golden Gate Bridge Radio Upgrade Consultant and Project Management
PROJECT DATES:	November 2024 – Present
ROLE:	Systems Engineer – Technical Lead
RESPONSIBILITIES	Document and System Reviews, Systems Engineering, Systems Design and Implementation, Land Mobile Radio and Wireless Technologies, Grant Assistance and Strategic Plan and Fund Guidance, Documentation and Radio Programming Tasks, Interoperability Planning, Interagency Coordination, Coordination with the Project Stakeholders
UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES:	Work with Agency Engineers and Union Technicians

LEAD CONSULTANT – SUSAN E. RONNING, P.E., PMP, ASEP	
PROJECT NAME:	Motorola, Tait, City of Glendale (California), Prior Consulting
PROJECT DATES:	2001 - 2019
ROLE:	Systems Engineer
RESPONSIBILITIES	Document and System Reviews, Systems Engineering, Systems Design and Implementation, Land Mobile Radio and Wireless Technologies, Grant Assistance and Strategic Plan and Fund Guidance, Documentation and Radio Programming Tasks, Interoperability Planning, Interagency Coordination, Coordination with the Project Stakeholders
UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES:	Vendor Engineer Working with Agency Engineers and Union Technicians, City Management Responsible for Radio Shop Union Technicians, Owner’s Engineer

2.1.3.2 Project Manager – Dari Reddy, PMP

Ms. Dari Reddy, PMP, is a PMI® certified project manager and chemist, with **more than 17 years’ experience supporting technical and multidisciplinary teams** through both the project lifecycle and through organizational and process changes. She has worked in multiple industries including telecommunication implementation, healthcare process improvement, and pharmaceutical research and development/manufacturing projects. She is skilled in creating and executing both high-level and technical project plans for technical use, project and executive reporting.



Education: B.A., Chemistry, Grinnell College

Licenses, Certifications, and Registrations:

- Certified PMI® Professional Project Manager (PMP)
- Smartsheet® Core Product and Project Management

Project Role: Ms. Reddy works with Ms. Ronning to scope projects as requested, provides client interface, and project administration.

Ms. Reddy meets the minimum experience expected for the role.

- PMP certified
- 5+ years’ experience: Public Safety Radio System Project Experience, LTE/Fiber/Microwave Backhaul Project Experience, Grants and Asset Management Experience

Project Examples

PROJECT MANAGER – DARI REDDY, PMP	
PROJECT NAME:	Okanogan County – Radio Network Enhancements Project
PROJECT DATES:	February 2021 – Present
ROLE:	Project Manager
RESPONSIBILITIES	Lead Bi-Weekly Meetings, Capture Meeting Notes and Decisions, Manage Project Schedule
UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES:	Work with Agency Engineers and Union Technicians

PROJECT MANAGER – DARI REDDY, PMP	
PROJECT NAME:	Douglas County – VHF Analog Refresh and Microwave Antenna and Line Replacement
PROJECT DATES:	August 2024 – Present
ROLE:	Project Manager
RESPONSIBILITIES	Lead Bi-Weekly Meetings, Capture Meeting Notes and Decisions, Manage Project Schedule; PMI-Compliant Project Planning, Management and Oversight; Project Scope Definition, Smartsheet® Certified Professional
UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES:	Work with Agency Engineers and Union Technicians

PROJECT MANAGER – DARI REDDY, PMP	
PROJECT NAME:	Marion County Public Works Radio System Assessment and Project Implementation
PROJECT DATES:	May 2020 – Present
ROLE:	Project Manager
RESPONSIBILITIES	Lead Bi-Weekly Meetings, Capture Meeting Notes and Decisions, Manage Project Schedule
UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES:	Work with Agency Engineers and Union Technicians

2.1.3.3 RF Engineer/FCC Licensing Expert – Mike Norin

Mr. Mike Norin has **over 30 years of experience in RF engineering** for public safety, utility, and commercial wireless networks. Mr. Norin specializes in radio system design, coverage and interference analysis, system performance and optimization, frequency planning, and FCC licensing. He is well known in the industry as an expert with respect to FCC licensing reviews and searches and is well versed in frequency regulations along the United States and Canadian border.



Education: B.S., Electrical Engineering, University of Arizona

Licenses, Certifications, and Registrations:

- FCC General Radiotelephone Operator License (GROL)
- FCC Amateur Radio Operator – Extra Class

Project Role: Mr. Norin leads FCC frequency searches and licensing reviews, renewals, FCC coordination, and applications for land mobile radio systems. He will support RF coverage assessments, interference assessments, intermodulation studies.

Mr. Norin meets the minimum experience expected for the role.

- Degreed engineer specializing in RF engineering
- 5+ years' experience: Public Safety Radio System, Radio Frequency Engineering Experience (design and implementation), LTE/Fiber/Microwave Backhaul Experience

Project Examples

RF ENGINEER / FCC LICENSING EXPERT – MIKE NORIN	
PROJECT NAME:	Okanogan County – Radio Network Enhancements Project
PROJECT DATES:	February 2021 – Present
ROLE:	RF Engineer
RESPONSIBILTIES	Frequency Searches, Letters of Concurrence, FCC Licensing.
UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES:	Perform Within FCC Rules and Regulations

RF ENGINEER / FCC LICENSING EXPERT – MIKE NORIN	
PROJECT NAME:	SNOPUD
PROJECT DATES:	May 2012 – Present
ROLE:	RF Engineer
RESPONSIBILTIES	Frequency Searches, Letters of Concurrence, FCC Licensing, Land Mobile System Design Assessment (Architectures: Simulcast, Multicast, Trunked, Repeated, Voted, Transmitter-Steered), RF Coverage and Radio Propagation Analysis; Review of Vendor's Actions Licensing Administration, Including Renewals, Modifications, Changes, Construction Extension Requests, etc.
UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES:	Perform Within FCC Rules and Regulations

RF ENGINEER / FCC LICENSING EXPERT – MIKE NORIN	
PROJECT NAME:	Deschutes County 911 – AT&T Interference Analysis
PROJECT DATES:	May 2025 – July 2025
ROLE:	RF Engineer
RESPONSIBILTIES	Interference Investigation, Spectrum Analysis; Review the system Testing Results
UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES:	Assess Data Provided by County Technicians

2.1.3.4 RF Engineer/Microwave Engineer – Jose Ruiz

Mr. Jose Ruiz has **over 30 years of experience in telecommunications systems**. He specializes in microwave long- and short-haul backhaul design and implementation. He has completed three long-haul designs for high-speed trading between the stock exchanges between Illinois and New Jersey from design, supporting implementation and troubleshooting, and FCC licensing. He has also completed dozens of microwave short-haul design for several United States cellular operators for several tier 1 and tier 2 cities combining more than 2,000 sites. He has vast experience in site and path surveys, which provides a comprehensive understanding to avoid issues that could be presented while designing and implementing a microwave network.



Education: M.S., Information Technologies and Business Administration, Instituto Tecnológico Autónomo de México (ITAM) – Mexico City, Mexico, and École Nationale Supérieure des Télécommunications de Bretagne, France; B.S., Electronics and Communications Engineering, Instituto Politécnico Nacional – Mexico City, Mexico

Project Role: Mr. Ruiz performs RF link coverage analysis, testing, and assessments; assesses vendor land mobile radio and microwave designs, develops conceptual designs for sites and links; and perform diagramming efforts.

Mr. Ruiz meets the minimum experience expected for the role.

- Degreed engineer specializing in RF engineering
- 5+ years’ experience: Public Safety Radio System, Radio Frequency Engineering Experience (design and implementation), LTE/Fiber/Microwave Backhaul Experience

Project Examples

RF ENGINEER/MICROWAVE ENGINEER – JOSE RUIZ	
PROJECT NAME:	Golden Gate Bridge Radio Upgrade Consultant and Project Management
PROJECT DATES:	November 2024 – Present
ROLE:	RF Engineer
RESPONSIBILITIES	Site Assessment, Microwave Assessment
UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES:	Work with Agency Engineers and Union Technicians

RF ENGINEER/MICROWAVE ENGINEER – JOSE RUIZ	
PROJECT NAME:	Snohomish County 911 and NORCOM VHF Paging, Everett, Washington
PROJECT DATES:	May 2023 – Present
ROLE:	RF Engineer – Technical Lead
RESPONSIBILITIES:	Develop Concept Design, Lead Vendor Procurement, and Oversee Vendor Implementation for a 27-Site Legacy VHF Paging System
UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES:	Work with Agency Engineers and Union Technicians

RF ENGINEER/MICROWAVE ENGINEER – JOSE RUIZ	
PROJECT NAME:	Red Mountain Radio Communications Site
PROJECT DATES:	August 2021 – December 2024
ROLE:	RF Engineer/Site Design Engineer
RESPONSIBILITIES:	Define Microwave System Requirements, Perform Document and System Reviews, Lead FCC/Regulatory Support, Perform Link Analysis and Path Study, Perform Systems Engineering
UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES:	Facilitate Radio Coverage Improvements for Benton City, West Richland, Hanford, and Richland; Project Support in the Planning, Design, and Engineering of a Microwave Link to Connect the New Communications Site on Red Mountain to Benton County Emergency Services

2.1.3.5 RF Engineer/Microwave Engineer – Jeff Forsha

Mr. Jeffrey T. Forsha has **over 40 years of radio systems engineering and implementation experience** serving the public safety, utilities, transportation, federal government, and commercial carrier sectors. Mr. Forsha’s depth of experience spans land mobile radio including P25, DMR, MPT, and analog networks; terrestrial microwave radio specializing in path and network design, frequency analysis and coordination, and interference mitigation; paging networks including analog tone and voice, POCSAG, flex, ReFlex and InFlexion; and fixed wireless broadband. Mr. Forsha was an RF engineer for Tait Communications performing land mobile radio system design, RF coverage modeling, and managing data capture and results analysis for coverage drive tests. Mr. Forsha is a founding member of both the Rural Broadband Cooperative and Straight Shot Wireless LLC, has served on the board of directors for the National Spectrum Management Association (NSMA).



Education: A.S. Electrical Engineering Technology, The Pennsylvania State University

Project Role: Mr. Forsha performs RF coverage analysis, testing, and assessments; leads RF interference investigations; develops site and system design documentation including performing load calculations, defining power requirements, and leading diagramming efforts.

Mr. Forsha meets the minimum experience expected for the role.

- Degreed engineer specializing in RF engineering
- 5+ years' experience: Public Safety Radio System, Radio Frequency Engineering Experience (design and implementation), LTE/Fiber/Microwave Backhaul Experience

Project Examples

RF ENGINEER/MICROWAVE ENGINEER – JEFF FORSHA	
PROJECT NAME:	Okanogan County – Radio Network Enhancements Project
PROJECT DATES:	February 2021 – Present
ROLE:	RF Engineer
RESPONSIBILTIES	Coverage and Point-to-Point Systems Modeling for LMR/ Microwave; Define Site Power Requirements; Land Mobile System Design Assessment (Architectures: Simulcast, Multicast, Trunked, Repeated, Voted, Transmitter-Steered), RF Coverage and Radio Propagation Analysis; Review of Vendor’s Actions; Licensing Administration, Including Renewals, Modifications, Changes, Construction Extension Requests, etc.
UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES:	Perform Within FCC Rules and Regulations; Work with County Technicians for Data Capture and Assessments

RF ENGINEER/MICROWAVE ENGINEER – JEFF FORSHA	
PROJECT NAME:	Deschutes County 911 – AT&T Interference Analysis
PROJECT DATES:	May 2025 – July 2025
ROLE:	RF Engineer
RESPONSIBILTIES	Interference Investigation, Spectrum Analysis; Review the System Testing Results
UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES:	Assess Data Provided by County Technicians

RF ENGINEER/MICROWAVE ENGINEER – JEFF FORSHA	
PROJECT NAME:	Red Mountain Radio Communications Site
PROJECT DATES:	August 2021 – December 2024
ROLE:	RF Engineer/Site Design Engineer
RESPONSIBILITIES	Define Site System Conceptual Design for Power, Grounding, Space Allocations; RF Coverage and Radio Propagation Analysis; Review of Vendor’s Actions; Licensing Administration, Including Renewals, Modifications, Changes, Construction Extension Requests, etc.
UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES:	Work with Agency Engineers and Union Technicians

2.1.3.6 Systems/Field Engineer – Shawn Halsey

Mr. Shawn Halsey is an experienced public safety communications professional with a focus on user experience, funding, and infrastructure. He has spent **over 20 years implementing and managing critical communications systems**, ranging from two-tone paging to trunked radio systems. Mr. Halsey has demonstrated an ability to bring a large group of public safety agency stakeholders together to achieve a single purpose.



Prior to joining ADCOMM, Mr. Halsey managed the Umatilla Morrow Radio Data District (UMRDD) radio system as System Manager for over 11 years and led the creation of Oregon Revised Statute (ORS) 403.5 Radio and Data Districts. Before the creation of UMRDD, he implemented the 2004 deployment of the Bi-County Communications System as the Communications Coordinator for Umatilla County Emergency Management/Chemical Stockpile Emergency Preparedness Program. Mr. Halsey led the transition of UMRDD’s radio system from the existing Motorola SmartZone 3.0 UHF trunked radio system to a Tait P25 Phase 2 700 MHz trunked radio system and expanded the system from 9 sites to 14 sites. Additionally, he replaced an obsolete T1 based microwave network with a digital IP based microwave system and improved overall resiliency of the network.

Education: B.S., Political Science (minor Business Administration), University of Oregon; Cryptologic Technician, U.S. Navy

Project Role: Mr. Halsey will provide systems engineering and field engineering services. Supports the development of fleet maps and subscriber programming configurations; reviews/oversees/ and leads integration tests; develops and performs end user training; performs site visits and system assessments; leads stakeholder engagement and interoperability discussions and operations. Leads and/or supports exercise planning and lessons learned.

Mr. Halsey meets the minimum experience expected for the role.

- Degreed engineer specializing in RF engineering
- 5+ years' experience: Public Safety Radio System, Radio Frequency Engineering Experience (design and implementation), LTE/Fiber/Microwave Backhaul Experience

Project Examples

SYSTEMS/FIELD ENGINEER – SHAWN HALSEY	
PROJECT NAME:	TCOMM – Radio System Upgrade and Replacement Project
PROJECT DATES:	January 2020 – December 2024
ROLE:	Subscriber Deployment Lead
RESPONSIBILTIES	Led Subscriber Deployment Planning and Implementation; Led Interoperability Discussions with Adjacent Agencies; Define Subscriber Interop Programming and User Operations; Led End User Training Sessions; Documentation and Radio Programming Tasks; Interoperability Planning; Interagency Coordination
UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES:	Work with County Technicians and Vendor Support Engineers and Technician; Prior Experience Managing County Technicians

SYSTEMS/FIELD ENGINEER – SHAWN HALSEY	
PROJECT NAME:	Latah County – Radio System Upgrade Project
PROJECT DATES:	September 2022 – Present
ROLE:	Owner’s Engineer
RESPONSIBILTIES	Owner’s Engineer to Define, Procure, Manage/Oversee Radio Vendor System Design, Installation, Configure, Integrate, Test, Sign Off; Document and System Reviews; Systems Engineering; Systems Design and Implementation; Land Mobile Radio and Wireless Technologies; Documentation Tasks; Vendor Coordination
UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES:	Work with Agency Engineers and Union Technicians

SYSTEMS/FIELD ENGINEER – SHAWN HALSEY	
PROJECT NAME:	Marion County Public Works Radio System Assessment and Project Implementation
PROJECT DATES:	May 2020 – Present
ROLE:	Systems Engineer – Technical Lead
RESPONSIBILITIES	Owner’s Engineer to Define, Procure, Manage/Oversee Radio Vendor System Design, Installation, Configure, Integrate, Test, Sign Off; Document and System Reviews; Systems Engineering; Systems Design and Implementation; Land Mobile Radio and Wireless Technologies; Grant Assistance and Strategic Plan and Fund Guidance; Documentation and Radio Programming Tasks; Interoperability Planning; Interagency Coordination
UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES:	Agency Engineers and Union Technicians

2.1.3.7 In-Building and Technical Specifications Engineer– Jennifer Skilowitz

Ms. Ms. Jennifer Skilowitz **has 27 years of wired and wireless telecommunications engineering experience**, including roles as an engineer, project manager, engineering manager, and operations manager. Ms. Skilowitz has extensive in-building wireless design experience for hospitals, public buildings, and corporate campuses. Over the course of her career, she has held stakeholder meetings, coordinated with architecture and engineering firms, worked with local and state public agencies, developed specifications and system architectures for her clients, developed detailed scopes of work and bills of materials, and developed and managed construction schedules and budgets.



Education: M.S., Engineering Systems, Colorado School of Mines; B.S., Physics, College of New Jersey

Licenses, Certifications, and Registrations:

- Smartsheet® Core Product, Project Management, and System Administrator Certifications

Project Role: Ms. Skilowitz leads in-building system designs and/or assessments as well as the development of scopes of work, specifications documentation, oversees drawing development and annotations, and manages the technical procurement process.

Ms. Skilowitz meets the minimum experience expected for the role.

- Degreed engineer specializing in RF engineering.
- 5+ years’ experience: Public Safety Radio System, Radio Frequency Engineering Experience (design and implementation), LTE/Fiber/Microwave Backhaul Experience

Project Examples

IN-BUILDING AND TECHNICAL SPECIFICATIONS ENGINEER – JENNIFER SKILOWITZ	
PROJECT NAME:	Douglas County – VHF Analog Refresh and Microwave Antenna and Line Replacement
PROJECT DATES:	August 2024 – Present
ROLE:	Systems Engineer – Technical Lead
RESPONSIBILTIES	Owner’s Engineer to Define, Procure, Manage/Oversee Radio Vendor System Design, Installation, Configure, Integrate, Test, Sign Off; Document and System Reviews; Assess Vendor Recommendations and Oversee Project Implementation; Systems Engineering; Systems Design and Implementation; Land Mobile Radio and Wireless Technologies
UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES:	Work with Agency Engineers and Union Technicians

IN-BUILDING AND TECHNICAL SPECIFICATIONS ENGINEER – JENNIFER SKILOWITZ	
PROJECT NAME:	SNO911 Rado Replacement Project
PROJECT DATES:	March 2020 – December 2024
ROLE:	Systems Engineer – Technical Lead
RESPONSIBILTIES	Owner’s Engineer to Define, Procure, Manage/Oversee Radio Vendor System Design, Installation, Configure, Integrate, Test, Sign Off; Document and System Reviews; Assess Vendor Recommendations and Oversee Project Implementation; Systems Engineering; Systems Design and Implementation; Land Mobile Radio and Wireless Technologies
UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES:	Work with Agency Engineers and Union Technicians

IN-BUILDING AND TECHNICAL SPECIFICATIONS ENGINEER – JENNIFER SKILOWITZ	
PROJECT NAME:	Red Mountain Radio Communications Site Engineering,
PROJECT DATES:	August 2021 – December 2024
ROLE:	Systems Engineer – Technical Lead
RESPONSIBILTIES	Owner’s Engineer to Define, Procure, Manage/Oversee Radio Vendor System Design, Installation, Configure, Integrate, Test, Sign Off; Document and System Reviews; Assess Vendor Recommendations and Oversee Project Implementation; Systems Engineering; Systems Design and Implementation; Land Mobile Radio and Wireless Technologies
UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES:	Work with Agency Engineers and Union Technicians

2.1.3.8 Documentation Manager – Molly Kovaka, PMP

Ms. Molly Kovaka, PMP, has been a professional project manager for **more than 20 years**, delivering communications, civil, building, and public works projects. From 2012 to 2019, Ms. Kovaka was contracted to Bonneville Power Administration (BPA) as senior telecommunications project manager where she delivered nearly \$20 million in communications project work including leading an agency-wide land mobile radio system replacement, microwave path replacements, new site builds, communications project scoping, fiber installations, and network hardware upgrades.



Ms. Kovaka is an outstanding communicator who is comfortable leading all sizes and types of project teams. As a trained and credentialed project manager, she inspires performance from team members by building a collaborative and productive project team with a clear shared purpose. She is a high-level, systematic planner who takes pride in developing a master plan and then seeing it through to completion and is also a direct and empathetic leader who recognizes that a happy team is a productive team. She has established herself as an accountable and dependable team member who leads by example and inclusion.

Education: B.A., Mathematics Major and Physics Minor, University of Maine; M.S., Construction Management, Arizona State University

Licenses, Certifications, and Registrations:

- Certified PMI® Professional Project Manager (PMP) (issued in 2012)
- Smartsheet® Core Product, Project Management, and System Administrator Certifications

Project Role: Ms. Kovaka leads project documentation and management functions to include, but not limited to, defining and developing the project team Smartsheet® collaboration space including data capture and tracking tools; developing communications planning and decision tracking sheets; developing task-based request forms, follow ups, and automations; developing data tracking tools tasks, risks, impediments, and decisions; schedules project meetings and data reviews; and manages budget and invoices. Depending on the project type and size, Ms. Kovaka may lead as Project Manager to provide management support.

Ms. Kovaka meets the minimum experience expected for the role.

- PMP certified
- 5+ years' experience: Public Safety Radio System Project Experience, LTE/Fiber/Microwave Backhaul Project Experience, Grants and Asset Management Experience

Project Examples

SENIOR PROJECT MANAGER – MOLLY KOVAKA, PMP	
PROJECT NAME:	Golden Gate Bridge Radio Upgrade Consultant and Project Management
PROJECT DATES:	November 2024 – Present
ROLE:	Senior Project Manager
RESPONSIBILTIES	Lead Bi-Weekly Meetings, Capture Meeting Notes and Decisions, Manage Project Schedule; PMI-Compliant Project Planning, Management and Oversight; Project Scope Definition, Smartsheet® Certified Professionals
UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES:	Work with Agency Engineers and Union Technicians

SENIOR PROJECT MANAGER – MOLLY KOVAKA, PMP	
PROJECT NAME:	SNO911 Rado Replacement Project
PROJECT DATES:	March 2020 – December 2024
ROLE:	Senior Project Manager
RESPONSIBILTIES	Primary Client Interface; Led Bi-Weekly Meetings, Capture Meeting Notes and Decisions, Manage Project Schedule; PMI-Compliant Project Planning, Management and Oversight; Project Scope Definition, Smartsheet® Certified Professionals; Needs Assessment and Gap Analysis; Stakeholder Engagement and User Requirements Capture; Strategic Planning of System Upgrades/Replacements and Conceptual Design
UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES:	Work with Agency Engineers and Union Technicians

SENIOR PROJECT MANAGER – MOLLY KOVAKA, PMP	
PROJECT NAME:	TCOMM – Radio System Upgrade and Replacement Project
PROJECT DATES:	January 2020 – December 2024
ROLE:	Senior Project Manager
RESPONSIBILTIES	Primary Client Interface; Led Bi-Weekly Meetings, Capture Meeting Notes and Decisions, Manage Project Schedule; PMI-Compliant Project Planning, Management and Oversight; Project Scope Definition, Smartsheet® Certified Professionals; Needs Assessment and Gap Analysis; Stakeholder Engagement and User Requirements Capture; Strategic Planning of System Upgrades/Replacements and Conceptual Design
UNDERSTANDING OF PUBLIC AGENCY REGULATIONS/ PROCEDURES:	Work with Agency Engineers and Union Technicians

2.2 Past Performance

EXHIBIT I – 2.01-2.03. PROVIDE A REFERENCE FOR YOUR PROPOSAL (FROM THE LAST FIVE YEARS), INCLUSIVE OF: A. COMPANY NAME, B. CONTACT NAME AND ROLE, C. CONTACT DETAILS (EMAIL, PHONE), E. LOCATION, F. CONTRACT AMOUNT, G. BRIEF DESCRIPTION OF SERVICES

Project Name: Radio Replacement Project (RRP)
Similar Scope: Radio System Replacement; Radio Site Updates/Changes
Agency: Snohomish County 911
Contact: Mr. Howard Tucker, Systems Administrator
 Snohomish County 911
 1121 SE Everett Mall Way, Suite 200
 Everett, WA 98208
 Phone: (360) 722-0522
 Email: htucker@sno911.org



Project Name: TCERN Radio System Replacement
Similar Scope: Radio System Replacement; Radio Site Updates/Changes
Agency: Thurston 911 Communications (TCOMM)
Contact: Ms. Wendy Hill, Director
 TCOMM 911
 2703 Pacific Avenue SE, Suite A
 Olympia, WA 98501
 Phone: (360) 704-2740
 Email: wendy.hill@tcomm911.org



Project Name: Golden Gate Bridge Radio Upgrade Consultant
Similar Scope: Radio System Assessment and Recommendations
Agency: Golden Gate Bridge, Highway and Transportation District
 (Subcontractor to Mission Critical Partners)



Contact: Ms. Malini Brown, Senior Project Manager, Information Systems
 Golden Gate Bridge, Highway & Transportation District
 Box 29000, Presidio Station
 San Francisco, CA 94129
 Phone: (415) 923-2366 | Cell: 415-286-1483
 Email: mabrown@goldengate.org

2.2.1 Reference 1: SNO911

PROJECT NAME: Radio Replacement Project (RRP), Everett, Washington

Agency: Snohomish County 911

Contact: Mr. Howard Tucker, Systems Administrator
Snohomish County 911
1121 SE Everett Mall Way, Suite 200
Everett, WA 98208
Phone: (360) 722-0522
Email: htucker@sno911.org



Key Team Members: Ms. Susan E. Ronning, P.E., PMP, ASEP – Quality Assurance
Ms. Molly Kovaka, PMP – Project Manager
Ms. Jennifer Skilowitz – Technical Lead
Mr. Mike Norin – FCC Licensing SME

Project Type: Radio System Replacement and Site Upgrades

Project Timeframe: March 2020 – December 2024

Contract Value: \$470,000

Project Objectives: SNO911 contracted ADCOMM to provide project management and systems engineering expertise in resetting the project and supporting SNO911 as their project management team to interface with Motorola. The goal of the project was to update the radio system from a Motorola SmartZone 3.0 system to P25 Phase 2 system.

Project Description:

ADCOMM has provided project management, owner's engineer, site manager, FCC licensing, and technical consulting services in support of the SNO911 project team during the execution phase of their Motorola radio system upgrade project. ADCOMM was brought in after the project had stalled and was over a year behind schedule.

Additionally, ADCOMM has assisted with owner work items including, but not limited to, defining site upgrades (power, grounding, cable entry, etc.) at 20+ site locations defining work to be done, developing scopes of work, managing NEPA and permitting, supporting procurement efforts, and managing subcontracted work teams.

ADCOMM also identified potential problems with grandfathered Canadian co-channel FCC frequency licenses and assisted SNO911 in relicensing the radio system.

Project Outcome:

The 20-site upgrade sub-project was completed in December 2022, paving the way for the Motorola project team to perform radio equipment installations at the upgraded facilities. The SNO911 radio system upgrade project was completed with all users transitioned onto the new radio system in May 2025.

2.2.2 Reference 2: TCOMM

PROJECT NAME: Thurston County Emergency Radio Network (TCERN) - System Upgrade and Replacement, Olympia, Washington

Agency: Thurston 911 Communications (TCOMM)

Contact: Ms. Wendy Hill, Director
TCOMM 911
2703 Pacific Avenue SE, Suite A
Olympia, WA 98501
Phone: (360) 704-2740
Email: wendy.hill@tcomm911.org



Key Team Members: Ms. Susan E. Ronning, P.E., PMP, ASEP – Principal in Charge
Ms. Molly Kovaka, PMP – Project Manager
Ms. Jennifer Skilowitz – Site Design SME
Mr. Shawn Halsey – Subscriber and Interoperability SME
Mr. Mike Norin – FCC Licensing SME

Project Type: Radio System Upgrade

Project Timeframe: January 2020 – March 2024

Contract Value: \$1,080,000

System Cost: \$35 million

Change Order Value: \$432,000

Project Objectives: TCOMM911 contracted ADCOMM to perform as their Owner’s Engineer for the Thurston Emergency Communications Network (TCERN) radio system project supporting system design reviews, dispatch consoles and control system design assessments, sharing agreements, radio site design and equipment upgrades for 20 sites, microwave/fiber backhaul network assessments, FCC system licensing, civil work oversight, performing and supporting end user training, and managing subscriber equipment deployments.

Project Description:

Prior to engaging ADCOMM, TCOMM911 contracted a “turnkey” radio system with Motorola that replaced the existing analog VHF radio system with a 700 MHz P25 Phase 2 trunked radio system and included site ‘make-ready’ improvements, microwave system updates, and site infrastructure updates (towers, shelters, etc.) to support the new radio and microwave network. The radio system replacement also included a new Motorola dispatch console system and replacement of new Motorola subscriber radios.

TCOMM911 engaged ADCOMM to provide project management, owner’s engineer, QA/QC, site manager, frequency licensing, and technical consulting services to augment the TCOMM911 project team with additional technical support during design and execution phases of the Motorola project.

ADCOMM has provided ongoing support on this project and had added support with respect to site 'make-ready' assessments, microwave deployment support, BDA/DAS support, and subscriber management support. In addition, ADCOMM developed a subscriber tracking system to support programming, testing, distribution, and deployment of mobile and portable radios.

Project Outcome:

Site, civil, and power upgrades were completed for 20 radio sites with ADCOMM's management oversight and engineering support. TCERN users successfully transitioned onto the new radio systems in November 2024 (P25 radio system) and March 2025 (VHF radio system). TCERN is a 16-site, xx-channel LMRP25 Phase 2 w/ a 7-site, 5-channel VHF analog simulcast overlay.

2.2.3 Reference 3: Golden Gate Bridge, Highway & Transportation District

PROJECT NAME: Golden Gate Bridge Radio Upgrade Consultant and Project Management, San Francisco, California

Agency:

Golden Gate Bridge, Highway and Transportation District



Contact:

Ms. Malini Brown, Senior Project Manager, Information Systems
Golden Gate Bridge, Highway & Transportation District
Box 29000, Presidio Station
San Francisco, CA 94129
Phone: (415) 923-2366 | Cell: 415-286-1483
Email: mabrown@goldengate.org

Key Team Members:

Ms. Susan E. Ronning, P.E., PMP, ASEP – Principal in Charge and Technical Lead
Ms. Molly Kovaka, PMP – Project Manager
(ADCOMM as Subcontractor to Mission Critical Partners)

Project Type:

Radio System Assessment and Recommendations

Project Timeframe:

Phase 1: November 2024 – June 2025; Phase 2: July 2025 – Present

Current Contract Value:

Phase 1: \$112,570

Project Objectives:

The Golden Gate Bridge, Highway & Transportation District (District) decided to hire an independent consultant to conduct an assessment of their radio system based on the District's current and future needs. The primary driver for the assessment was an impending end-of-support date for the District's Motorola Vesta P25 radio system. Motorola provided an unsolicited proposal for a full system replacement, including subscriber radios, in the amount of \$12.6 million. The District selected Mission Critical Partners (MCP), with ADCOMM Engineering LLC (ADCOMM) as their team lead and West Coast partner.

Project Description:

ADCOMM reviewed Motorola's proposal in detail and performed site visits to the existing operational areas (Golden Gate Bridge, Ferry Terminal, and Bus Dispatch Centers) along with

radio site locations. Radio system and related equipment were evaluated with respect to their state and status. Systems assessed included land mobile radio base stations, P25 system core servers, IP routing equipment, microwave radios and paths, GPS systems, antenna systems, and primary and backup power systems. ADCOMM evaluated the infrastructure equipment against Motorola’s proposed replacement plan and performed an apples-to-apples comparison against competitor equipment to determine recommended options for the District.

While the radio system infrastructure assessment was underway, ADCOMM identified pain points from multiple end users that included operational issues related to portable radio use and operation within noisy environments. ADCOMM recommended a subscriber demonstration be held with radio vendors to validate issues experienced by the bridge painters during sandblasting operations. The District supported this additional effort to perform a deeper assessment. ADCOMM developed the test plan and led communications with the vendors to ensure they understood the test environment and end user expectations.

Project Outcome:

ADCOMM determined that the P25 radio system (Cassidian P25 Core with Tait TB9400 base stations) were still viable except for the P25 core servers. Therefore, ADCOMM recommended to not proceed with Motorola’s proposed full radio system infrastructure replacement and instead replace just the P25 Core by Tait. Additionally, the funds saved from unnecessary radio system equipment replacements could instead go towards replacing end-of-life system equipment, e.g., microwave radios, DC power plants and batteries, RF antennas and lines, all of which were specifically excluded from Motorola’s proposal. In addition, Tait would provide 10 years of network operations center (NOC) monitored support and a full hardware refresh at year 6 – all within the same total replacement cost as was originally proposed by Motorola.

The significant cost savings along with the additional subscriber testing effort demonstrated to the end users that the District’s project team “heard” their concerns while the consultant team was looking out for their bottom line, further enabling end users to “buy” into the radio system assessment project and be actively involved in the decision-making process.

2.3 Project Delivery Approach and Delivered Business Results

EXHIBIT I – 3. BRIEFLY, DESCRIBE THE FOLLOWING:

2.3.1 Work Plan Development

EXHIBIT I – 3.01.A. HOW YOUR ORGANIZATION DEVELOPS A WORK PLAN

In order to develop an acceptable work plan, ADCOMM needs information. The quickest and most effective way to capture that is through a conversation. We want to not only understand WHAT the City wants done, but WHY. Knowing the reason behind the work being requested helps ensure we’re applying the right data to produce the right outcomes.

To avoid miscommunication or intentions, ADCOMM requests to understand WHY the City requests what it is asking for. Once the request is fully understood, then the project's purpose, background, tasks, and deliverables can be determined and tailored to meet the intended audience within the desired timeline.

EXHIBIT I – 3.01.B. WHO IS INVOLVED IN THE DECISION-MAKING PROCESS FOR THE DEVELOPMENT OF THE WORKPLAN

Our Lead Consultant, Ms. Susan Ronning, ADCOMM's Owner and Principal Engineer will discuss the work requests with the City's project team lead requesting the work to be performed.

Based on the work being requested, other subject matter experts (SMEs) may be included in the discussion, e.g., FCC licensing expertise as needed to support new bomb robots or secure perimeter fencing solutions, or RF Engineers for site specific path analysis of new or modified towers, etc. to ensure our time and effort estimations are correctly captured and deliverables can meet the City's expectations.

Ms. Ronning will define the expected skillsets, their associated tasks and estimate the hours needed. She'll build the scope of work and capture it in the form of our **Consultant Work Order Proposal Response**. In turn, our project manager, Ms. Dari Reddy, will develop the project schedule and associated work order price.

The project schedule includes tasks, durations, deliverables, key milestones, and personnel assigned. The schedule is reviewed and updated with Ms. Ronning and Ms. Reddy, and personnel assigned to ensure agreement of work effort tasks and deliverables, to identify any planned out-of-office or conflicting project dates such that we can agree to stated dates and timelines for a successful project completion date.

Our **Consultant Work Order Proposal Response** will consist of:

- Executive Summary
 - Purpose and Background
- Project Approach
 - Tasks, Deliverables, and Project Schedule
 - Risks and Mitigations
- Team Composition and Availability
 - Personnel Assigned and their Roles
- Timelines
 - Key Milestones and/or Deadline Dates
- Work Order Pricing
 - Estimated Fee

This is done for each project work plan.

EXHIBIT I – 3.01.C. HOW YOUR WORK PLAN ADDRESSES CONTINGENCIES THAT MAY ARISE DURING A PROJECT

As the work plan and project schedule is developed, ADCOMM's project team identifies potential impediments that may impact the ability to capture, assess, or deliver needed data (e.g. weather delays to mountaintop sites over 4,500 feet elevation, waiting on data or analysis from vendors/ third parties, etc.). These risks and any identified mitigations are captured within the Consultant Work Order Proposal Response to ensure the City clearly understands potential impacts.

EXHIBIT I – 3.01.D. YOUR ORGANIZATIONS' EXPERIENCE WITH FUNCTIONAL VALIDATION AND VERIFICATION IN LANDMOBILE RADIO P25 SYSTEMS

ADCOMM has extensive experience and knowledge with respect to functional validation and verification in landmobile radio P25 systems. Our three reference projects are P25 radio systems. All of ADCOMM's team members are well versed in functional testing to ensure the equipment performs as expected (verification) AND the overall system performs as needed (validation) based on user expectations.

EXHIBIT I – 3.01.E. YOUR ORGANIZATIONS' EXPERIENCE WITH PUBLIC SAFETY COMMUNICATIONS PROJECT TECHNICAL COORDINATION WITH VENDORS

ADCOMM works well with others! We make appoint of ensuring all team members have access to the right information at all times to reduce delays or mitigate rework.

Typically, vendors don't like to work with consultants. Our goal is – and has always been – “One Team.” We have one goal – one vision – regardless of the perspective as a client, consultant, supplier, or installation contractor – to perform to the objective of the project which supports the client's mission: ***To deliver outstanding Public Safety Communication services to City residents.***

EXHIBIT I – 3.01.F. YOUR ORGANIZATION'S APPROACH TO ENSURING A MANUFACTURER MEETS THE TECHNICAL REQUIREMENTS OF AN AWARDED CONTRACT

ADCOMM has built out our Smartsheet® Project Templates to capture agency needs, wants, requirements – and we to use those inputs to ensure contracts include the manufacturer's deliverables meet those needs.

Additionally, we engage the manufacturer to be part of the team and ensure their outcomes meet and match the rest of the project.

As we perform design reviews, review test plans and procedures, oversee configuration changes, and review test results, we verify outcomes meet initial inputs. We hold the manufacturer, ourselves, and our clients responsible for performing work as we said we would do. We also ensure payment milestones properly reflect the level of effort and impact to ensure tasks are completed to the quality required.

EXHIBIT I – 3.01.G. YOUR ORGANIZATION’S APPROACH TO WIRELESS SPECTRUM COVERAGE VALIDATION AND VERIFICATION IN A LAND MOBILE RADIO P25 SYSTEM

ADCOMM’s team is well versed in coverage mapping, drive test planning, data collection and assessment, and information delivery.

Our team members (Ms. Ronning, Mr. Norin, Mr. Fosha, Mr. Ruiz, and Ms. Skilowitz) have worked for vendors and manufacturers where we developed and performed coverage tests – both outdoors and in-building, for a variety of technologies (analog, DMR, P25, GSM, MotoTRBO, etc.).

Plan. Our process is the define the area to be tested, develop coverage maps to understand expected results, develop a drive route, building grid layout, or spot check test locations to verify actual performance against expect performance. With this information, we develop a Test Plan that includes key sections (Purpose of the Test, Expected Outcome(s), Equipment under Test, Test Setup, Personnel Roles and Assignments, Test Date Timelines (especially where we may be impacting operations users), and determine any pre-work needed to ensure we meet test schedules, (e.g. test equipment must be available and within calibration dates, etc.)

Perform. We then perform the test (or direct the team who will be performing the work to be done). Data is captured and uploaded daily. Our engineers review the data to ensure readings are valid.

Evaluate. Once all test data is captured, ADCOMM reads, reviews, and evaluates the data to determine the results. We provide our findings and feedback to the test team and client requesting the information in a format that best suits the end user, e.g., Google Earth KMZ files or ArcGIS upload layers, etc.

EXHIBIT I – 3.01.H. YOUR ORGANIZATION’S APPROACH TO WIRELESS SPECTRUM INTERFERENCE ANALYSIS, VERIFICATION AND MITIGATION IN A LAND MOBILE RADIO SYSTEM

ADCOMM uses a structured approach to assessing interference in an LMR system. We first model the existing system so we can understand how the system *should* operate – without impact from interferers or equipment degradation.

We then adjust the model based on data received about the interference. What type of interference is it? How does it sound? What issues are being experienced? Who is complaining? Where are they? What devices are they using (mobiles vs portable and configuration).

Once we understand the symptoms, then we can better define the problem, and come up with a plan to help determine a solution.

EXHIBIT I – 3.01.I. YOUR ORGANIZATION’S EXPERIENCE AND APPROACH IN ESTABLISHING TRAINING FOR LAND MOBILE RADIO SYSTEMS

Both Ms. Ronning and Mr. Halsey are well versed in developing training plans for both operational and technical users, as we have both worked under municipal government environments. Additionally, a majority of our staff have led training sessions for our clients.

The most important aspect of any training curriculum is understanding the audience. Our approach is to first understand – then plan, perform, and evaluate

Who are the students? What is important to them? What devices and/or systems will they be using? What is their operation or perspective? All these questions help us to tailor the information to be shared and how best they will consume it.

2.3.2 Delivered Business Results

EXHIBIT I – 3.02. BRIEFLY, PROVIDE AN OVERVIEW OF THE QUANTIFIABLE RESULTS (E.G. REDUCTION IN CONTRACT COSTS, INCREASE IN CUSTOMER SATISFACTION, INNOVATIVE SOLUTIONING, REDUCTION IN CONTRACTUAL RISKS) DIRECTLY ATTRIBUTABLE TO THE PROVISION OF YOUR ORGANIZATION’S EXPERTISE AND CONSULTANCY SERVICES FOR PUBLIC SAFETY COMMUNICATION CONSULTING SERVICES.

PROVIDE ONE (1) EXAMPLE, DESCRIBING THE CONTEXT OF EACH SCENARIO, THE EXTENT OF YOUR ENGAGEMENT AND SERVICES RENDERED, THE RESULTS ATTAINED, AND BY WHOM.

2.3.2.1 Reduction in Contract Costs

ADCOMM’s assessment of the Golden Gate Bridge, Highway & Transportation District’s existing Motorola Vesta P25 radio system resulted in a capital cost savings of over \$5M and ongoing costs savings of another (minimum) \$5M for 10 years of support and maintenance. The savings provided on the radio system enables funds to be distributed to other supporting systems that the radio system relies on, e.g., legacy microwave, DC power plants, IP routers/ switches/ firewalls, etc.

PROJECT EXAMPLE – SCENARIO: REDUCTION IN CONTRACT COSTS	
PROJECT NAME	Golden Gate Bridge Radio Upgrade Consultant and Project Management
CONTEXT OF SCENARIO	Review Motorola’s Unsolicited Upgrade Proposal and Provide Feedback and Recommendations
EXTENT OF ENGAGEMENT	November 2024 – Present
SREVICES RENDERED	Systems Engineering, Project Management
RESULTS ATTAINED	Significant Cost Savings
KEY PERSON(S)	Susan Ronning, P.E., PMP, ASEP; Molly Kovaka, PMP

2.3.2.2 Increase in Customer Satisfaction

While the radio system infrastructure assessment was underway, ADCOMM identified pain points from multiple end users that included operational issues related to portable radio use and operation within noisy environments. ADCOMM recommended a subscriber demonstration be held with radio vendors to validate issues experienced by the bridge painters during sandblasting operations. The District supported this additional effort to perform a deeper assessment. ADCOMM developed the test plan and led communications with the vendors to ensure they understood the test environment and end user expectations.



The additional subscriber testing effort demonstrated to the end users that the District’s project team “heard” their concerns. This additional effort enabled end users to “buy” into the radio system assessment project and become actively involved in the decision-making process.

PROJECT EXAMPLE – SCENARIO: INCREASE IN CUSTOMER SATISFACTION	
PROJECT NAME	Golden Gate Bridge Radio Upgrade Consultant and Project Management
CONTEXT OF SCENARIO	Capture Stakeholders’ Needs, and Provide Findings and Recommendations
EXTENT OF ENGAGEMENT	November 2024 – Present
SREVICES RENDERED	Systems Engineering, Project Management
RESULTS ATTAINED	Increase in Customer Satisfaction
KEY PERSON(S)	Susan Ronning, P.E., PMP, ASEP; Molly Kovaka, PMP

2.3.2.3 Innovative Solutioning

As Owner’s Engineer for Thurston County 911 (TCOMM), ADCOMM assisted the County’s staff of five team members (two technical – radio, one technical - IT, one management, one administrative) for their transition from an analog VHF conventional radio system to a Motorola 700 MHz trunked P25 Phase 2 radio system with an upgraded analog VHF overlay mutual aid system.



ADCOMM supported system design reviews, dispatch console upgrades, led control system design assessments, developed sharing agreements, performed radio site design and equipment upgrade reviews for 20 sites, oversaw microwave/fiber backhaul network assessments, led FCC system licensing, oversaw civil work, and performed and supported end user training, while managing subscriber equipment deployments.

To manage all of these moving parts, we built out a Smartsheet® ecosystem consisting of dashboards with specific user interface requirements. Each work effort was managed as a project. Each project had a customized project dashboard views to support its system of interest.

PROJECT EXAMPLE – SCENARIO: INNOVATIVE SOLUTIONING	
PROJECT NAME	TCOMM 911 – Radio System Upgrade and Replacement
CONTEXT OF SCENARIO	Document and System Reviews; Systems Engineering; Systems Design and implementation; Land Mobile Radio and Wireless Technologies; Project Management and System Implementation; FCC Licensing
EXTENT OF ENGAGEMENT	January 2020 – December 2024
SREVICES RENDERED	Systems Engineering, Project Management
RESULTS ATTAINED	Innovative Solutioning
KEY PERSON(S)	Susan Ronning, P.E., PMP, ASEP; Molly Kovaka, PMP, Jennifer Skilowitz, Shawn Halsey, Jeff Forsha, Mike Norin

A project-wide dashboard provided for team-wide access – include vendors, contractors, and suppliers. The dashboard provides a single-page snapshot of project status, tasks, communications, schedule, stakeholder engagement, document management, and cost/budget schedules. Access is secure, and it is provided at no cost to authorized user collaborators.

Not only is this collaboration toolset a single source-of-truth but it allows self-serve access. Anyone, anytime, can go in to see project status. This was especially helpful as TCOMM – as a dispatch center – is not responsible for subscriber radios. Rather, each independent fire and police department was responsible to procure, program, and deliver their devices. TCOMM led the subscriber deployment effort using ADCOMM as their primary point of contact to each of the independent agencies.

We built out dashboards specific to the subscriber programming versus installations so anyone could see how many radios had been programmed, how many have been delivered, and how many were at the manufacturer’s depot for repairs.

A sample “Pre-Install Checklist” is provided below that aggregates information from other sheets and forms that track codeplug development and changes, mobile radio installation status, number of devices delivered to each independent agency, and so much more!



New Pre-Install Checklist Entry

Use this form to link an agency-completed pre-install checklist and initiate the programming and/or installation process.

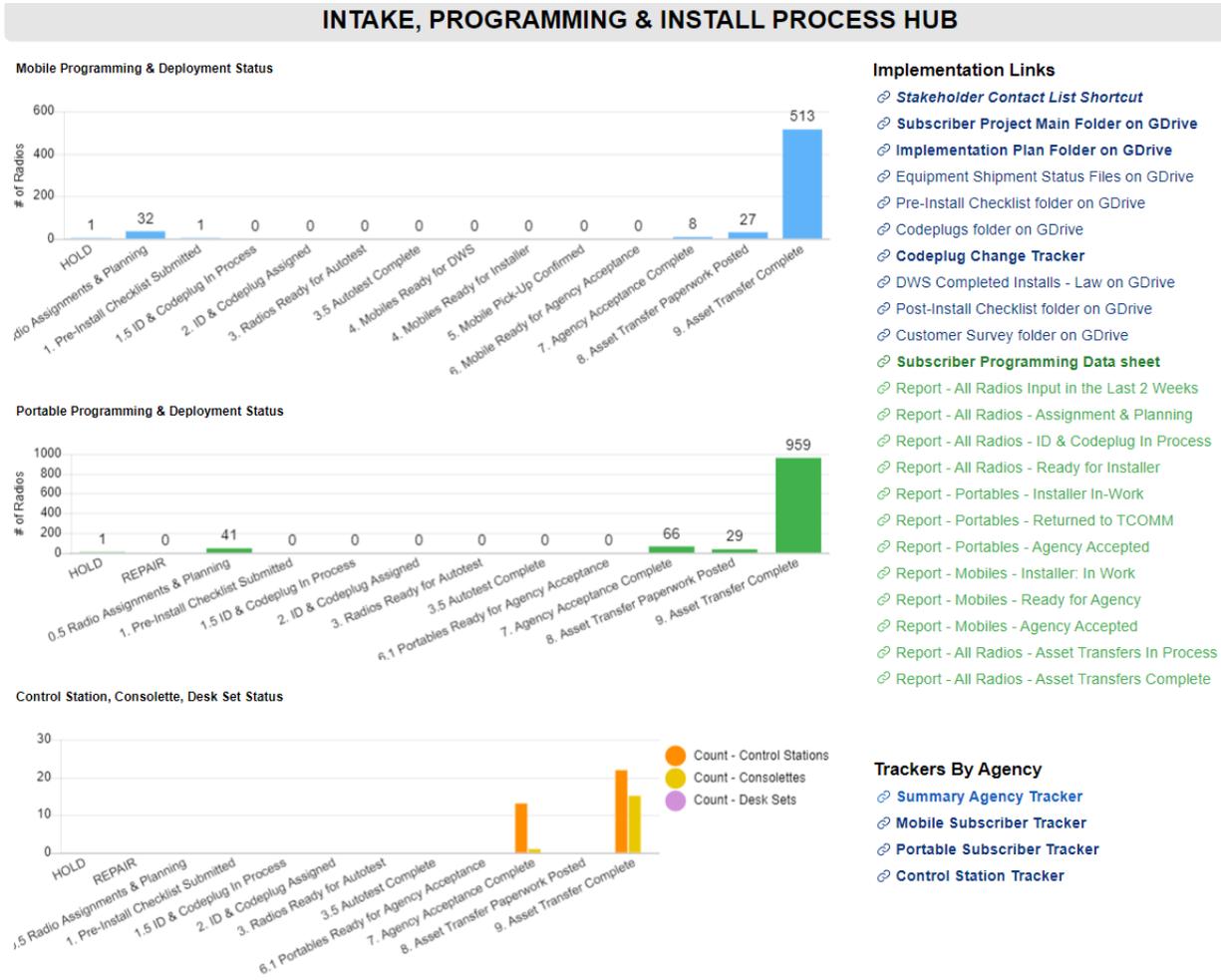


FIGURE 4: SAMPLE – Smartsheet® Dashboard

2.3.2.4 Reduction in Contractual Risks

ADCOMM supported **Snohomish County 911 (SNO911)** to upgrade their VHF paging system. The project included various phases including requirements development, system selection, concept design, vendor procurement, and implementation oversight for a 27-site legacy VHF paging system.



SNO911 just one of many examples ... they appreciated and used ADCOMM's charter document to communicate to stakeholders the purpose of the project, what we were doing and why. We applied our Needs – Wants – Requirements (NWR) process to capture needs, write vendor requirements, and perform quality control checks at the design and construction phases to validate the solution met the client needs.

By using our process, we were able to reduce contractual risks for all parties. We were able refer back to the specific requirements when there were vendor issues (e.g., missed equipment, wrong configuration, etc.). A punchlist managed via Smartsheet® assisted the vendor and client team to track outstanding items on the project, prior to, during, and after system cutover.

PROJECT EXAMPLE – SCENARIO: REDUCTION IN CONTRACTUAL RISKS	
PROJECT NAME	Snohomish 911 – Paging System Upgrade
CONTEXT OF SCENARIO	Document and System Reviews; Systems Engineering; Systems Design and Implementation; Land Mobile Radio and Wireless Technologies; Project Management and System Implementation
EXTENT OF ENGAGEMENT	May 2023 – June 2025
SREVICES RENDERED	Systems Engineering, Project Management
RESULTS ATTAINED	Increase in Customer Satisfaction
KEY PERSON(S)	Susan Ronning, P.E., PMP, ASEP; Molly Kovaka, PMP

2.4 Additional Considerations

EXHIBIT I – 4. AS A SUBJECT MATTER EXPERT IN THE PUBLIC SAFETY COMMUNICATION CONSULTING SERVICES PLEASE IDENTIFY AND SUMMARIZE ANY ADDITIONAL CONSIDERATIONS THAT WOULD BE IN THE BEST INTEREST OF THE CITY OF SAN DIEGO WHICH HAVE NOT ALREADY BEEN INCORPORATED INTO THE RFP (I.E. WHY YOUR FIRM IS BEST SUITED FOR THIS ENGAGEMENT, YOUR FIRM'S COMMITMENT TO DELIVERING HIGH-QUALITY SERVICES).

WHY ADCOMM IS BEST SUITED FOR THIS ENGAGEMENT!

ADCOMM follows PMI® Project Management and INCOSE® Systems Engineering processes to manage projects and to ensure stakeholder needs are appropriately captured to meet the goals of the agency within their skills, capabilities, and cost limitations.



ADCOMM’s owner and principal, Ms. Susan Ronning, P.E., PMP, ASEP, is actively engaged in International Council on Systems Engineering (INCOSE). She is the chair of the Information Communication Technology (ICT) Working Group (WG) and an active participant in multiple other working groups, including the Requirements Working Group (RWG). Ms. Ronning was a major contributor to the development of INCOSE “Needs and Requirements Manual - Needs, Requirements, Verification, Validation Across the Lifecycle” released in May 2022. In particular, she argued for a missing module – user needs must be captured “in their words” well before requirements should be defined. Figure 1 describes the relationships between stakeholders and a fully operational system; the circled section identifies the early capture of an integrated set (multiple perspectives/ viewpoints) of stakeholder needs.



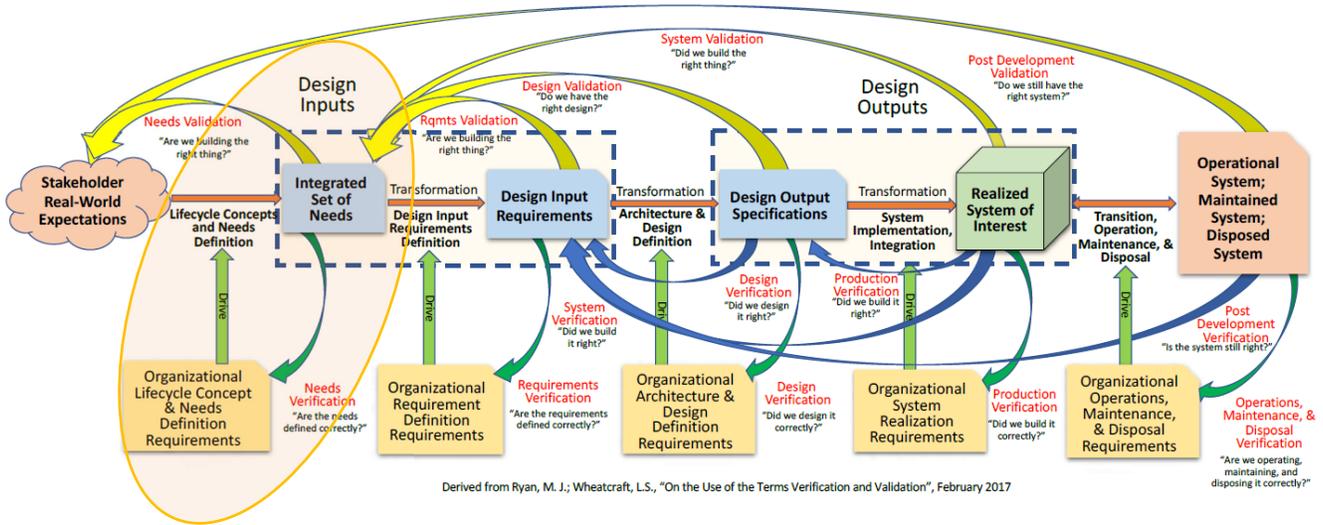


FIGURE 5: Stakeholder Expectations Impact on an Operational System
 (Figure 2-12 of INCOSE “Needs and Requirements Manual - Needs, Requirements, Verification, Validation Across the Lifecycle” released May 2022.)

OUR COMMITMENT TO DELIVERING HIGH-QUALITY SERVICES

Unlike other firms where all significant staff are contractors, *our staff is made up of employees who are **augmented** by contractors with unique skillsets outside of our typical projects.*

Additionally, our **extensive use of collaboration tools** to assist not only the project team, but management teams, and supplier/ vendors. We’ve built out our own digital engineering toolset to be transparent and collaborative to support both our internal business functions and our client’s projects. We use Smartsheet® as our source-of-truth data repository for project scheduling, tasks, data collection, and information sharing. We create real-time dashboards to support a single point of entry and to keep our internal and client teams in sync. In addition to widely used Microsoft® and Google® tools, we utilize collaboration software like Bluebeam® for PDF markups and Lucidchart® for real-time whiteboard sessions. We ensure whatever tools and documents we use to run the project match or can be utilized and transitioned to our client’s workspace. It’s no good to build a source of good, trusted data, then to let those files linger on the shelf and not continue to live on.

3. REDACTED VERSION OF PROPOSER'S RESPONSE

2.14 AN ADDITIONAL, REDACTED VERSION OF PROPOSER'S RESPONSE TO THE RFP CONTAINING ALL REQUESTED REDACTIONS OF CONFIDENTIAL, PROPRIETARY OR OTHER INFORMATION WHICH PROPOSER ALLEGES TO BE EXEMPT FROM DISCLOSURE UNDER THE CALIFORNIA PUBLIC RECORDS ACT, INCLUDING THE LEGAL BASIS FOR SUCH EXEMPTION, AS FULLY SET FORTH IN EXHIBIT B, SECTION 9. PUBLIC RECORDS BELOW.

A redacted version of our response is not included nor required.

TAB C: Cost/Price Proposal (Exhibit D)

TAB C. PROPOSERS SHALL SUBMIT A COST PROPOSAL IN THE FORM AND FORMAT DESCRIBED HEREIN. FAILURE TO PROVIDE COST(S) IN THE FORM AND FORMAT REQUESTED MAY RESULT IN PROPOSAL BEING DECLARED NON-RESPONSIVE AND REJECTED.

Exhibit D – Cost/Price Proposal

Section A. Common Project Cost (for Evaluation Purposes Only)

Proposers are to provide the hourly fees for the various vendor roles in the table below. Proposers are also to complete the Extended Cost column as well by multiplying the “Hourly Fee” for each category by the corresponding “Typical Hours” for a common project. The Hourly Fee rates entered on this table must match the rates in Section B. below.

Please Note: The quantity of hours provided in this table are for evaluation purposes only and are not necessarily representative of the actual hours that will be required for each of these roles on all projects.

Vendor Role	Typical Hours	Hourly Fee	Extended Cost (Typical Hours x Hourly Fee)
Lead Consultant	10	\$ 281	\$ \$2,810
Project Manager	28	\$ 206	\$ \$5,768
RF Engineer	42	\$ 252	\$ \$10,584
RF/Network Field Technician	20	\$ 245	\$ \$4,900
TOTAL SECTION A			\$ \$24,062

Section B. Compensation and Fee Schedule

1. Services Pricing

Proposers must provide pricing for the Services described in this RFP per both models (Time and Materials, and a **Blended hourly rate**) referenced below. Proposers must submit a single rate for each role, as opposed to a range.

The City reserves the right to request services rendered based on either model, throughout the duration of the Contract. (A description of Required Roles and Responsibilities is provided in Table 4. In Exhibit B. Scope of Services)

Table 1. Pricing Model 1 - Time & Materials Rate per Hour

Required Role	Fee (\$ per hour)
Lead Consultant	\$ 281
Project Manager	\$ 206
RF Engineer	\$ 252

Network Engineer	\$ 252
Project Administrator	\$ 241
RF/Network Field Technician	\$ 245
Community Consultant	\$ 252
Other (<i>vendor complete</i>) Site Manager	\$ 245

Table 2. Pricing Model 2 - Blended Rate per Hour

Type	Blended Rate (\$ per Hour)
Blended Rate (inclusive of each of the Roles described in Table 1 above)	\$ 246.75

Note: The City rates per the above Pricing Template must be inclusive of any travel or expenses incurred through the provision of Services in the cost of the Services, within their Time and Materials and Blended rates for their Proposal.

2. Fixed-Price Deliverables Pricing

The City reserves the right under this Contract to negotiate with successful Proposer(s), in good faith, the delivery of Services as described in Exhibit B – Scope of Services on a fixed-fee basis, as-and- when required.

APPENDIX A: Team Resumes

Education

M.B.A., American Inter-continental University

B.S., Electrical Engineering, San Diego State University

A.S., Electronics Technology, Chapman University

Basic Electricity & Electronics Training (BSEET), US Navy

Years with Firm

6

Total Years of Experience

28

Registrations

Registered Professional Engineer: AK, CA, ID, IL, MO, NC, NJ, NY, OR, TN, TX, VA, WA, WY

Licenses

FCC Amateur Radio Operator – Technician Class

Licensed FAA Private Pilot

Certification

Certified INCOSE® Associate Systems Engineering Professional (ASEP)

Certified PMI® Professional Project Manager (PMP)

Affiliations

International Council on Systems Engineering (INCOSE)

Association of Public Safety Communication Officials (APCO)

National Society of Professional Engineers (NSPE)

Institute of Electrical & Electronics Engineers (IEEE)

Susan E. Ronning, P.E., PMP, ASEP

Owner and Principal Engineer

Relevant Experience

Ms. Ronning is a U.S. Navy veteran, registered professional engineer, and PMI® certified project manager with over 25 years' experience in the delivery of critical communications networks.



She is a uniquely qualified, multi-faceted telecommunications technical project manager and systems engineering practitioner who focuses on mission critical voice and data communications networks for public and private agencies in the public safety, emergency management, utility, and transportation markets.

Ms. Ronning's distinctive expertise lies in her ability to strategically plan and manage the delivery of complex projects. Her breadth of project experience follows the full project lifecycle – from inception through deployment and transition to the operations and maintenance teams. She is well-versed in user needs capture and system requirements definition through system design, equipment and services procurement, and equipment configuration, installation and test of multiple integrated systems. In addition to her technical capabilities, Ms. Ronning's responsibilities include:

- Defining and reviewing technical reports
- Managing day-to-day operations including managing employees and project assignments
- Providing quality assurance oversight and assistance on all projects
- Ensuring financial health of the company

With Ms. Ronning at the helm, ADCOMM Engineering LLC is certified as a woman-, veteran-, and minority-owned company.

Agency Affiliations

- ADCOMM Engineering LLC, Owner and Principal, 2020 – Present
- EBE Consulting LLC, Owner and Principal, 2015 – 2019

Susan E. Ronning, P.E., PMP, ASEP, Owner and Principal Engineer

Publications

"Defining Critical Communications Networks: Modelling Networks as Systems," INCOSE INSIGHT Magazine, June 2020

"How to Successfully Project Engineer a Radio System," Association of Public-Safety Communications Officials (APCO) Public Safety Communications magazine, 10 monthly articles, January 2013 through November 2013

"Contract Review: The Acceptance Test," Association of Public Safety Communications Officials (APCO) Public Safety Communications Magazine, September 2012

Speaking Engagements

International Council on Systems Engineering (INCOSE), sessions focused on applying systems engineering to critical communications networks - 2018, 2020, 2021, 2023

International Wireless Communications Expo (IWCE), various educational training sessions and moderated panel sessions - 2018, 2019, 2020, 2021, 2022, 2023, 2024

- Tait Communications, Principal Engineer, 2012 – 2017
- Federal Engineering, Inc., Senior Consultant, 2007 – 2012
- L.R. Kimball & Associates, Senior Consultant, 2004 – 2007
- City of Glendale (California), Communications Systems Supervisor, 2002 – 2004
- Motorola, Inc., Systems Engineer, 1997 – 2002
- U.S. Navy, Avionics Technician F/A-18A/B/C/D, 1991 – 1995

Industry Roles

Ms. Ronning is the chair for the **International Council on Systems Engineering (INCOSE)** Information Communications and Technology (ICT) Working Group where she contributes to the advancement of systems engineering within the telecommunications industry. Ms. Ronning and her working group colleagues published, "Defining Critical Communications Networks: Modelling Networks as Systems," INCOSE INSIGHT Magazine, June 2020.

The **International Wireless Communications Expo (IWCE)** invited Ms. Ronning to join the Advisory Board to provide feedback and insight into training and educational opportunities supporting critical communications.

Representative Projects

Cowlitz 911 Public Authority, 9-1-1 Center Relocation Project, Kelso, Washington. Ms. Ronning led the technical assessment and delivery of the operational technology systems associated with an existing 9-1-1 dispatch center's relocation to a brand-new facility. Along with the relocation was the divestation of services from the County to its own entity, whereby new administrative and mission critical networks are necessary to handle the information and traffic loads.

Klickitat County, Satus Pass Site Build and Stacker Butte Site Upgrade, Goldendale, Washington. Ms. Ronning led technical engineering effort for design and procurement efforts for the

development of a new, greenfield radio site ("Satus Pass") as Klickitat County's 12th simulcast radio site. Previously, Ms. Ronning oversaw the work necessary to upgrade the Stacker Butte radio site from a receive only to a transmit-simulcast within an 11-site analog, VHF radio system. Klickitat County's radio system includes five Tait TB8100s and one Motorola Quantar connected to legacy Convex and Intraplex system equipment. ADCOMM led the subscriber drive-testing that validated system performance.

Susan E. Ronning, P.E., PMP, ASEP, Owner and Principal Engineer

Critical Upgrades to Interoperable Communications System, Maritime Fire and Safety Association, Portland, Oregon. Ms. Ronning led technical oversight for the assessment, planning, and transition from a legacy four-site VHF, analog, simulcast radio system to current generation IP-based radio base station equipment to support communications between ships along the Columbia River.

Marion County Public Works Radio System Assessment, Salem, Oregon. Marion County public safety and public works radio networks are a mix of VHF and UHF simplex base stations and repeaters. Ms. Ronning led the technical team in assessing sites, systems, and operations that are currently in use to develop a cohesive communications strategy to consolidate and upgrade communications across both urban and rural areas of the county for improved operability, and interoperability between agencies.

Snohomish County 911 Project Management and Owners Engineer, Everett, Washington. Ms. Ronning led the technical review and assessment of the vendors' system implementation to SNO911 management and technical staff to support transitioning of the legacy 800 MHz analog Motorola SmartZone radio system to a standards-based digital P25 Phase 2 compliant radio system.

Thurston County 911 Project Management and Owners Engineer, Olympia, Washington. Ms. Ronning led the technical review and assessment of the vendors' system implementation to TCOMM management and technical staff. The radio system is transitioning from VHF analog-conventional simulcast system to a 700 MHz Motorola P25 Phase 2 compliant trunked system.

Eastern Oregon Regional Interoperable Communications Study, Salem, Oregon. Ms. Ronning led technical and operational stakeholder needs capture discussions with a six-county region in Eastern Oregon to capture the most critical communications challenges affecting each jurisdiction locally, as well as regionally. Through stakeholder interviews and a tabletop exercise, Ms. Ronning was able to develop a strategic vision and project plan to enhance overall readiness, resilience, and interoperability for each county individually and for the region. The plan developed outlined an upgrade path for each county individually with an eye to working together as a region to enhance the operability of communications systems while providing interoperability within the region through resource sharing and coordinated system enhancements. Since deployment of the plan, a regional interoperability committee (RIC) has been stood up and named WORJIC (Washington Oregon Regional Joint Interoperability Committee), which includes public safety, emergency management, and private agencies on both sides of the Columbia River.

Other Experience

Prior to joining ADCOMM, Ms. Ronning supported multiple different agencies in a variety of roles as a consultant with other firms, as a systems engineer under both Motorola and Tait Communications, and as a radio shop manager for City of Glendale, California.

Susan E. Ronning, P.E., PMP, ASEP, Owner and Principal Engineer

Portland General Electric – Field Voice Communications System (FVCS) Project, Portland Oregon. Under EBE Consulting, Ms. Ronning led Portland General Electric’s technical team as an owner’s engineer in the implementation of their two-way radio replacement project. She provided project management and systems engineering services for user requirements capture, technical requirements definition, system configuration oversight, training management, led test plan development, and oversaw integrated system testing. She led the procurement of supporting systems including remote site monitoring and alarm system, microwave, and fiber transport subsystems. She led integration of new IP network, replacement of new two-way radio subsystem, and connection to existing dispatch console subsystem.

Bonneville Power Administration, Vancouver, Washington. As principal engineer for Tait, Ms. Ronning led pre-sales engineering discussions with BPA technical and project management staff, which led to a signed contract for engineering services of a conventional analog multi-statewide radio network including vehicle installations. She identified tasks, skills, and scope needed for the conceptual design process, which ultimately determines the final radio system design. Upon contract acceptance, Ms. Ronning transitioned to lead the system engineering efforts necessary to define customer and system requirements in order to perform design functions necessary for site and subscriber infrastructure design, IP network design requirements, and developed cost estimates based on design options.

TriMet Tri-County Metropolitan Area Transit Authority, Portland, Oregon. As principal engineer for Tait, Ms. Ronning led the vendor interface to TriMet’s IT team to manage their P25 radio system after site equipment and train/bus subscriber installation were completed. She led development of a test plan to identify portable in-tunnel coverage limitations and identified customer pain points to define areas for improvement for increased customer satisfaction.

Pacific Gas and Electric (PG&E), San Rafael, California. As a senior systems engineer for Tait, Ms. Ronning developed a 3-to-5-year engineered transition plan for migration of analog MPT 1325 to digital DMR radio system for multi-statewide radio network affecting dispatch consoles, microwave backhaul, and field subscriber units. She developed scope of work and quotes for equipment and services for ongoing customer adds, changes/modifications, and removes to support ongoing maintenance.

Kansas City Area Transit Authority (KCATA), Kansas City, Missouri. Ms. Ronning was the technical project manager and lead engineer for Tait Communications where she led radio system requirements capture and design for an area bus system to include DMR Tier 3 site infrastructure equipment, dispatch console equipment, and bus subscriber installations. Ms. Ronning led stakeholder needs capture and system integration for implementation of a custom software development by Tait radio manufacturer and Trapeze’s Intelligent Transportation System (ITS); she also developed system requirements and validation test plans based on end user operations and maintenance requirements. Ms. Ronning developed the migration strategy to ensure reduced end user impact upon system cutover.

Susan E. Ronning, P.E., PMP, ASEP, Owner and Principal Engineer

San Diego County Sheriff's Department – Mutual Aid Analog Radio System Replacement Project, San Diego, California. Ms. Ronning led the technical project implementation team for design and installation of a 15-channel, 24-site, mixed VHF, UHF, and 800 MHz analog and P25 conventional voted/ steered mutual aid radio network as the technical project manager and lead engineer for Tait Communications. She clarified customer system stakeholder needs and contracted scope, identified project deliverables, and performed validation tests to ensure adherence to functional and performance requirements. Ms. Ronning assigned and coordinated technical resources for design, integration, and test from U.S. and New Zealand based manufacturing, system integration, and services teams. Ms. Ronning identified subcontractor scopes of work and documentation requirements.

Grant County Public Utilities District (GCPUD) – Replacement Radio System Project, Ephrata, Washington. Ms. Ronning was the technical project manager and lead engineer for Tait Communications where she led Grant County PUD's replacement of their no longer supported EF Johnson Multi-Net trunked, eight-site, 800 MHz LTR system with the design and implementation of a Tait 800 MHz DMR Tier 3 radio system. She performed system requirements capture, technical requirements definition, and system configuration oversight. She assisted with training of end-users, field, dispatch, and maintainer training. She led site/subsystem/and integrated test plans and oversaw testing of all phases of the radio system.

Puget Sound Energy – Consolidated Radio System Project, Redmond, Washington. Ms. Ronning was the technical project manager and lead engineer for Tait Communications. She turned around an unhappy client by taking over as lead engineer and technical project manager for the successful completion of Puget Sound Energy's 60-site MPT-IP radio system installation. She implemented systems engineering approaches to ensure the overall system design met client needs and developed test plans to validate user requirements.

Oregon Wireless Interoperability Network (OWIN) – Statewide Radio Project (SRP), Salem, Oregon. As a senior consultant for Federal Engineering, Ms. Ronning led the on-site project team to perform site surveys of over 200 radio sites. She developed tools and checklists necessary to capture site needs and system requirements. She led the site data for analysis efforts to determine best options for RF coverage and microwave network connectivity.

Metropolitan Transportation Authority Police Department (MTA-PD) – New York Statewide Wireless Network, New York. As a senior consultant for Federal Engineering, Ms. Ronning provided oversight of vendor-proposed replacement of two-way radio system design to include indoor and in-tunnel coverage requirements. She analyzed vendor provided costs and assisted in price negotiations. She developed an alternative recommendations report for potential replacement radio system and associated subsystems including backhaul microwave and fiber networks, interoperable gateway devices, and connectivity to outside agencies. Ms. Ronning reviewed and recommended spectrum license ownership and existing radio channel (fleet map) configurations. She verified vendor system

Susan E. Ronning, P.E., PMP, ASEP, Owner and Principal Engineer

pre- and post-system and coverage test criteria and methodology in accordance with TSB-88 to ensure data collection resulted in accurate system capabilities.

Onondaga County – City of Syracuse, New York Urban Area Security Initiative (UASI) Tactical Interoperable Communications Plan (TICP) Update and Development of Channel Planning and Operating Procedures. As a senior consultant, under Federal Engineering, Ms. Ronning led the revision of Central New York Interoperable Communications Consortium (CNYICC) Tactical Interoperable Communications Plan (TICP). She captured user operational needs and existing equipment information to develop an agreeable interoperable communications plan by meeting with technical and dispatch personnel within each of the five agencies to identify existing equipment hardware, review their programming configurations, and to assess agency operations. She was able to report findings and determine recommendations for best use of equipment and systems. Ms. Ronning determined shared and disparate client expectations within a five-county consortium. She gathered client stakeholder needs to review and update an existing TICP. Ms. Ronning developed agenda and scheduled/facilitated monthly consortium meetings to discuss issues, concerns, and field findings.

Shelby County Consolidated Dispatch Center Project, Memphis, Tennessee. As technical project manager for L. R. Kimball & Associates, Ms. Ronning led the architectural design and operational consolidation efforts for a 9-1-1 center intended to house City of Memphis Police and Fire departments, County of Shelby Fire and Sheriff departments, and County of Shelby Emergency Management teams. The building design was completed yet differences in agency operations ensued, derailing the project. The building design was finally accepted and completed 10 years later.

City of Memphis and County of Shelby, Tennessee – Radio System Replacement Project. As technical project manager and lead engineer for L. R. Kimball & Associates, Ms. Ronning led as City of Memphis' and County of Shelby's owners engineer to lead the technical interface to Motorola to oversee the design, configuration, installation, and testing of a seven-site Motorola SmartZone 4.1 radio system and mobile data network for a radio vendor contract valued at \$50 million. Ms. Ronning participated in vendor negotiations as client representative, then led stakeholder engagement sessions throughout the life of the project, and provided on-site technical review and assistance for detailed design assessment, site testing and installation standards. Additionally, Ms. Ronning led the County's contracted electricians and electrical contractors for oversight of site improvements necessary to meet R56 grounding requirements.

City of Glendale, California – UHF Trunked Radio Replacement Project and Inter-agency Communications Interoperability System. Ms. Ronning started as a systems engineer for Motorola then accepted a position from City of Glendale as their communications systems supervisor.

While with Motorola, Ms. Ronning led as systems engineer to the City of Glendale. She identified the City's need to wholly replace their aged three-site conventional radio system while being interoperable with adjacent cities (Culver City, Pasadena, Burbank).

Susan E. Ronning, P.E., PMP, ASEP, Owner and Principal Engineer

Ms. Ronning worked with the Motorola management team to develop a finance plan that would allow the City to purchase and install this replacement radio system within the City's allocated year-over-year budget schedule. Once the system was designed, built, and tested, City management encouraged Ms. Ronning to pursue an opportunity as the radio shop supervisor. As a City employee, she managed a team of radio technicians to maintain the City's existing municipal technology systems all while overseeing Motorola's installation of the new trunked network.

The City of Glendale's six-site trunked SmartZone system became the hub of the newly formed Interoperable Communication Interagency ([ICI](#)) System Joint Powers Authority (JPA). ICI is the largest regional radio network in the Los Angeles basin; it is still active today where it has expanded to 12 regional cells and includes over 60 user agencies.

Education

M.S., Construction Management, Arizona State University

B.A., Mathematics, University of Maine

Years with Firm

6

Total Years of Experience

24

Certifications

Certified PMI® Professional Project Manager (PMP) (since 2012)

Smartsheet® Core Product, Project Management, and System Administrator Certifications (since 2022)

Professional Development

Member of the Portland Chapter of PMI (Project Management Institute)

Member of the Cascade Chapter of INCOSE (International Council on Systems Engineering)

120vc Transformational Leadership Program Graduate (2021, 2025 cohorts)

Molly Kovaka, PMP

Senior Project Manager

Relevant Experience

Ms. Molly Kovaka is a professional project manager with two decades' experience delivering communications, civil, building, and public works projects. Ms. Kovaka is an outstanding communicator who is comfortable leading all sizes and types of project teams. As a trained and credentialed project manager, she inspires performance from team members by building a collaborative



and productive project team with a clear shared purpose. She is a high-level, systematic planner who takes pride in developing a master plan and then seeing it through to completion and is also a direct and empathetic leader who recognizes that a happy team is a productive team. She has proven herself as an accountable and dependable team member who leads by example and inclusion.

Representative ADCOMM Projects

Golden Gate Bridge Transportation District System

Assessment, San Francisco, California. Ms. Kovaka is the project manager for the communications system assessment project, which includes legacy system review, stakeholder needs development, and system upgrade recommendations for the communications system serving the Golden Gate bridge, bus, and ferry services.

Snohomish County 911 VHF Paging, Everett, Washington.

Ms. Kovaka serves as project manager for a VHF paging system upgrade project with phases including requirements development, system selection, concept design by ADCOMM, vendor procurement, and implementation oversight for a 27-site legacy VHF paging system.

Snohomish County 911 Emergency Responder Communications Enhancement Systems (ERCES) Migration Project, Everett, Washington.

Ms. Kovaka serves as project manager for the county-wide ERCES migration project affecting first responder radio coverage in 142 public facilities across Snohomish County.

Molly Kovaka, PMP, Senior Project Manager

The project includes development of a database of ERCES sites and stakeholders, creation of policy and procedure for system testing and authorization, and managing the site-by-site transition from legacy ERCES system operation to operation utilizing SNO911's upgraded County-wide P25 public safety radio system.

Thurston County Emergency Radio Network (TCERN) Project — Public Safety Radio System Replacement Project Management Services, Olympia, Washington. For the TCERN project, Ms. Kovaka is providing project management services on behalf of the radio system owner (TCOMM 911) and in collaboration with the radio system vendor, Motorola Systems, Inc., for replacement of a 23-site county-wide public safety radio network serving nearly 50 local police, fire, and EMS agencies.

Red Mountain Radio Communications Site Engineering, Richland, Washington. Ms. Kovaka provided project management services for planning, concept design, detailed engineering, procurement, and implementation oversight for a new (greenfield) radio communications site to augment BCES system coverage. Scope includes site development, communications tower, shelter, backup power systems, new microwave path, and P25 site equipment.

Snohomish County 911 Project Management and Owner's Engineer's Services, Everett, Washington. Ms. Kovaka serves as lead project manager on behalf of the radio system owner (SNO911), coordinating the multiple sub-projects required to deliver a refreshed and updated 24-site radio system used County-wide by nearly 40 first responder agencies. Delivery of the project is a collaborative effort between the radio system vendor, Motorola Systems, Inc., SNO911 staff, and multiple other specialty vendors and service providers.

Other Relevant Experience

Senior Project Manager/Project Manager II (contracted to Bonneville Power Administration), Flux Resources, LLC, Portland, Oregon, 10/2012 – 7/2019

Communications Projects

Plan, facilitate, and manage transmission capital telecommunications projects from hand-off to planning to completion of construction, working in collaboration with management, stakeholders and project team members.

- 14 projects completed, approximately \$12M total, average of 14 percent savings under estimated budget at completion, and delivered on or ahead of approved schedule
- Projects include microwave and UHF radios, communications hardware upgrades, radio station building and tower, relays and transfer trip, network hardware replacement, test equipment procurement, emergency restoration facilities, DC battery and charger, engine generator (EG) replacements, facility retirement, facility abatement and upgrade, and fiber cabling

Molly Kovaka, PMP, Senior Project Manager

Land Mobile Radio (LMR) Projects

As Senior Project Manager for BPA's \$80M+ VHF mobile radio system replacement program, Ms. Kovaka filled multiple roles throughout her 4+ year tenure on the project ranging from developing the team, performing scoping projects, creating a program-level governance structure, and tracking and reporting the progress of the projects to BPA's executive team. The program consisted of seven separate sub-projects each led by a project manager and staffed with project SME team, overseen on the program level by Ms. Kovaka. The project scope included 120 sites in 5 states, 7 new greenfield site developments, and a total of 103 VHF repeaters in 12 simulcast regions.

Project and Program Strategy

Develop and recommend overall strategy and vision for execution of the project, working with sponsors, stakeholders, and project team members to plan for a realistic success path and then deliver on that plan

Project Scope Development

Lead scoping projects for telecommunications scope bundles working with subject matter experts and project team members to identify project and site-level requirements, dependencies, success criteria, and risks in order to develop a clear plan of service that meets business needs, schedule requirements, and budgetary limitations.

Team Leadership and Development

Assemble and lead multiple inter-organizational teams and sub-teams toward achievement of milestones and completion of common goals. Set clear roles, expectations, deliverable dates, content requirements, status reporting, and communication norms for the project team and sub-teams. Facilitate high-quality decision making by identifying clear guidelines and points of responsibility and fostering collaboration and creativity.

Project Monitoring and Control

Create and maintain overall project budget, annual project budgets, master and subproject level schedules, project plan, communication plan, and supporting project documentation. Monitor, track, and report project progress via updated schedules and budgets, meeting notes, monthly executive summary reporting, and quarterly updates. Identify risks to project targets and recommend and oversee mitigation strategies.

Chief Estimator (2011 – 2012), Project Manager (2007 – 2010), Assistant Project Manager (2006 – 2007), SAB/Southwest Architectural Builders, Inc., Phoenix, Arizona

- Managed construction projects as general contractor from bidding through punch list
- Top-performing project manager for 2 of 4 years as PM at SAB; completed \$25M+ in commercial construction projects during tenure with a personal average gross profit of 13.2 percent
- Projects included commercial shell, residential amenity/clubhouse, occupied remodels, luxury retail, new office build-out, bank branches, parking lots and site work, office addition and remodel, office condominium

Estimator/Assistant Project Manager, Valley Rain Construction Corporation, Tempe, Arizona, 10/2004 – 12/2005

Molly Kovaka, PMP, Senior Project Manager

- Estimating and project engineering for Construction Manager at Risk (CMR), Design-Build (DB) and traditional public parks projects ranging from \$1M to \$10M

Environmental and Geotechnical Professional, GeoTek Insite, Inc., Phoenix, Arizona, 4/2000 – 10/2004

- Performed Phase I and Phase II Environmental Site Assessments (ESAs) for properties located in Arizona, California, Texas, New Mexico, and Nevada
- Performed site geotechnical investigations, authored geotechnical reports, completed soil condition analysis and recommendations for construction, performed laboratory material testing for soil, concrete, asphalt, masonry

Engineering Technician, Phoenix National Laboratories, Phoenix, Arizona, 3/1999 – 4/2000

- Field and laboratory technician for construction materials: soil/concrete/asphalt/masonry sampling and testing, visual and magnetic weld inspections, vacuum box testing, visual inspections and monitoring for construction, destructive testing and specialty materials testing.

Education

B.A., Chemistry, Grinnell College

Years with Firm

5

Total Years of Experience

17

Certification

PMI® Project Management Professional (PMP)

Professional Development

Member of the Portland Project Management Institute

Regularly spends approximately 30 hours per year in professional development training

Dari Reddy, PMP

Project Manager

Relevant Experience

Ms. Dari Reddy is a PMI® certified project manager and chemist, with 17 years' experience supporting technical and multidisciplinary teams through both the project lifecycle and through organizational and process changes.



She has worked in multiple industries including telecommunication implementation, healthcare process improvement, and pharmaceutical research and development/manufacturing projects. She is skilled in creating and executing both high-level and technical project plans for technical use, project and executive reporting.

Representative Projects

CAD/RMS Support, Wasco County, Oregon. ADCOMM was engaged by Wasco County to support the acquisition and upgrade of a replacement CAD system, a mobile data application (mobile) system, and a law enforcement records management system (LERMS). Ms. Reddy is the Project Manager and maintains the resources, budget and project documentation.

Marion County Public Works Radio System Assessment, Salem, Oregon. Ms. Reddy is the project manager overseeing the technical team in the assessment of the existing radio systems, identification of radio user needs, completing preliminary systems engineering analyses and alternatives assessments, generating new radio system replacement recommendations, and developing and implementing finance and radio system governance plans.

Cowlitz 911 Public Authority, 9-1-1 Center Relocation Project, Kelso, Washington. Ms. Reddy is the project manager leading the technical team in providing an assessment of technology systems in use at the current 9-1-1 dispatch center location and designing new highly reliable and resilient operational technology and information technology systems to a newly constructed facility.

Klickitat County, Stacker Butte Site Upgrade, Goldendale, Washington. Ms. Reddy is the project manager responsible for

Dari Reddy, PMP, Project Manager

site engineering and construction of a new radio site, including permitting, tower, related microwave and control infrastructure.

Radio Tower Replacement, Oregon Department of Corrections, Salem, Oregon. Ms. Reddy is the project manager overseeing the architectural and engineering services required for radio tower replacement at three existing radio site locations.

Critical Upgrades to Interoperable Communications System, Maritime Fire and Safety Association, Portland, Oregon. Ms. Reddy is the project manager overseeing the assessment, planning, and transition to IP of a legacy four-site VHF, analog, simulcast radio system utilized by ships along the Columbia and Willamette Rivers.

Public Safety Communications Plan, Clatsop County, Oregon. Ms. Reddy was the project manager overseeing interviews of stakeholder agencies and the technical review of existing site and system documentation. She coordinated the stakeholder validation efforts for the resulting Communications Plan report that include grant requirement tie-ins.

VHF Expansion, Quinault Indian Nation, Taholah, Washington. Ms. Reddy is the project manager overseeing site management, engineering, parts procurement, and FCC licensing for adding two additional three-channel communication sites, to support dispatching emergency services.

Satus Pass Radio Tower Design and Engineering, Klickitat County Public Works, Goldendale, Washington. Ms. Reddy is the project manager responsible for site engineering and construction of a new radio station, including permitting, tower, related microwave and control infrastructure.

RF Systems Design and Analysis, PAE/Port of Portland, Oregon. Ms. Reddy was the project manager providing coordination efforts for antenna and coverage designs and modeling for the PDX Next renovation at the Portland International Airport.

Seattle Public Utilities' Tolt Dam Warning System Design, Seattle, Washington. Ms. Reddy was the project manager responsible for replacement of emergency warning system, related microwave and control infrastructure.

Other Experience

Portland General Electric - Field Voice Communications System (FVCS) Project, Portland Oregon. Ms. Reddy was a project and change management consultant for this DMR radio system upgrade project. In this position, her responsibilities included the following:

- Created and maintained a Microsoft Project integrated schedule, and managed project deliverables, through collaboration with lead engineers, construction project managers, communications technicians, network engineers, external vendor project managers (radio and dispatch), and the PGE program manager.

Dari Reddy, PMP, Project Manager

- Executed and maintained the change management training plan. She identified the radio trainers, facilitated training materials finalization, and managed training logistics for 1,000 end users.
- Planned and initiated project release documentation project to collect and organize reference documentation, managed a vendor to develop a SharePoint documentation site, and worked with the project team leads to capture current state of documentation, issues, and variances of as-built systems versus delivered systems.

Education

B.S., Electrical Engineering, University of Arizona, magna cum laude

Years with Firm

19

Total Years of Experience

31

Licenses

FCC General Radiotelephone Operator License (GROL)

FCC Amateur Radio Operator – Extra Class

Affiliations

Member, Institute of Electrical and Electronics Engineers (IEEE)

Member, Association of Public Safety Communications Officials (APCO) International

Mike Norin

Technical Specialist

Relevant Experience

Mr. Mike Norin has over 30 years of experience in RF systems engineering with public safety, utility, satellite, and commercial wireless networks. He specializes in radio network design, system coverage and interference analysis, optimization, frequency planning, FCC licensing, and system performance. He has successfully launched several wireless networks from the ground up.



Representative Projects

800 MHz Frequency Plan Development and FCC Licensing, Kitsap 9-1-1, Kitsap County, Washington. Mr. Norin developed the 800 MHz frequency plan, obtained NPSPAC Regional Planning Committee approval, ensured compliance with the FCC's Canadian border regulatory requirements, and successfully licensed this public safety agency's new countywide Project 25 Phase 2 trunked and conventional radio system, serving a population of over 275,000 residents.

800 MHz Frequency Plan Development and FCC Licensing, Puget Sound Emergency Radio Network (PSERN), King County, Washington (on behalf of deployment vendor). Mr. Norin developed the 800 MHz frequency plan for the largest local-government public safety radio system in the Pacific Northwest, along with responsibility for FCC licensing and NPSPAC Regional Planning Committee approvals for this new countywide Project 25 Phase 2 trunked radio system that falls in the FCC's Canadian border region, serving a population of over two million residents.

700 MHz Frequency Plan Development and FCC Licensing, Thurston 9-1-1 Communications, Thurston County, Washington. Mr. Norin developed the 700 MHz frequency plan and successfully licensed this public safety agency's new countywide Project 25 Phase 2 trunked and conventional radio system, serving a population of nearly 300,000 residents.

Mike Norin, Technical Specialist

800 MHz Frequency Planning and FCC Licensing, Snohomish County 9-1-1,

Washington. Mr. Norin performed extensive frequency analysis, frequency planning, and FCC licensing for a new countywide public safety radio system significantly impacted by the Canadian border region, which is used by first responders serving the county's more than 800,000 residents.

700 MHz Frequency Plan Development and FCC Licensing, Okanogan County,

Washington. Mr. Norin was responsible for developing a coordinated 700 MHz frequency plan and FCC licensing for a new countywide public safety Project 25 Phase 2 trunked radio system used by first responders throughout the 5,315 square mile county bordered by Canada.

RF System Design, Coverage Analysis, and Frequency Planning for 700/800 MHz and VHF/UHF Public Safety Radio Systems, Marion County, Oregon.

Mr. Norin developed RF system designs for public safety 700/800 MHz Project 25 trunked and VHF/UHF conventional simulcast radio systems to meet the needs of first responders. Work included RF site selection, design optimization, frequency plan development, and FCC licensing, for the countywide systems serving areas of diverse topography and having a population of approximately 350,000.

Digital Mobile Radio (DMR/MOTOTRBO) System Engineering, Implementation, and FCC Licensing Support, Snohomish County Public Utility District, Washington.

As the primary project engineer, Mr. Norin was responsible for engineering and providing FCC licensing and implementation support for countywide VHF and 900 MHz MOTOTRBO Capacity Plus Multi Site (CPMS) radio systems supporting mission critical communications for public utility providing electric and water services.

Land Mobile Radio (LMR) and Microwave FCC Licensing and FAA Filings for Numerous Public Safety and Business/Industrial Agencies, including City of Salem, Oregon; Oregon Department of Corrections; Deschutes County 9-1-1, Oregon; Port of Seattle, Washington; City of Seattle, Washington; King County, Washington; City of Puyallup, Washington; Valley Communications Center, Kent, Washington; Multi Agency Communications Center, Moses Lake, Washington; Kitsap County, Washington; Skamania County PUD, Washington; City of Olympia, Washington; Northshore School District, Bothell, Washington; Island Transit, Coupeville, Washington; Energy Northwest, Richland, Washington; others.

Responsibilities included identification and analysis of licensable frequencies to meet agency needs, frequency coordination, co- and adjacent-channel interference analysis, intermodulation interference analysis, NPSPAC RPC applications, waiver requests, and completion of applicable FCC applications and FAA aeronautical study applications.

Tolt Dam Warning System Upgrade Project, Seattle Public Utilities, Seattle, Washington.

Mr. Norin was responsible for RF system design and FCC licensing for the upgrade of this multi-site warning system for alerting residents downstream of a major City of Seattle reservoir.

Mike Norin, Technical Specialist

VHF Project 25 Trunked Radio System Upgrade, North Slope Borough, Alaska.

Mr. Norin was a key project engineer responsible for design review, FCC and FAA regulatory filings including licensing, along with frequency plan development, implementation and acceptance support, and vendor oversight for a nine-site VHF trunked P25 public safety radio system with satellite interconnection serving Utqiagvik (Barrow), Prudhoe Bay, and seven remote villages in northern Alaska.

Low-Band VHF Radio System Coverage and Frequency Analysis, Tennessee Valley Authority.

Mr. Norin was responsible for analyzing coverage, evaluating available technologies, and identifying frequency reuse options for a low-band utility radio system serving users in seven southeast states across approximately 80,000 square miles.

Public Safety Radio System Review and Recommendations, Gallatin County,

Montana. Mr. Norin performed a review of the existing VHF public safety radio system serving users throughout the county, providing recommendations for short-term improvements as well as long-term system upgrades.

Public Safety Radio System Review and Recommendations, South Bay Regional Public Communications Authority (SBRPCA), Hawthorne, California.

Mr. Norin was the principal engineer in reviewing the existing VHF/UHF public safety radio system serving the multi-jurisdiction SBRPCA agency and providing recommendations for short-term improvements, interoperability, and long-term strategic radio system planning. Tasks included user needs analysis, site visits, coverage analysis, and providing a range of options for system upgrades.

Unified Communications Bi-County Radio System Review and Recommendations, Ferry and Okanogan Counties, Washington.

As the principal engineer, Mr. Norin was responsible for reviewing the existing VHF and UHF land-mobile radio systems serving a wide range of agencies in Ferry and Okanogan Counties, including public safety and utilities, and providing recommendations for a unified radio system. Tasks included business requirements analysis, current systems review, analysis of available technologies, and high-level system design development.

Public Safety Trunked Radio System Digital Upgrade, Benton County Emergency Services, Washington.

Mr. Norin was a key project engineer responsible for design verification and vendor oversight during the implementation of a countywide 800 MHz Project 25 digital trunked radio system upgrade. Specific activities performed include coverage analysis, FCC licensing, and interference analysis, investigation, and resolution.

800 MHz and 900 MHz Rebanding Frequency Analysis, EPSCA, City of Seattle, Valley Com, and King County, Washington; Seattle City Light; Kitsap Transit; Kitsap County Public Works, Washington; City of Puyallup, Washington; Chelan County PUD,

Washington; Shuttle Express, Inc.; Snohomish County PUD (900 MHz). Mr. Norin performed rigorous engineering analyses of the impacts of 800 MHz and 900 MHz band reconfigurations, including intermodulation interference studies, combiner compatibility

Mike Norin, Technical Specialist

analysis, and co- and adjacent-channel interference analyses, to ensure a seamless transition to a new set of frequencies for each client.

VHF Simulcast System Design, West Pierce Fire and Rescue Fire Comm (City of Lakewood), Washington. As the lead project engineer, Mr. Norin evaluated existing radio system equipment and facilities and designed a cost-effective countywide simulcast fire/EMS dispatch radio system to improve overall coverage and usability.

Regional Radio System Project Planning, City of Portland, Oregon. Mr. Norin facilitated the design of a four-county regional public safety trunked radio system, including site selection, coverage and frequency analysis, and proposed system configuration.

Trunked Radio System Expansion and Narrowband Conversion, Umatilla and Morrow Counties, Oregon. As a project team engineer, Mr. Norin performed design verification and implementation oversight for the addition of two new radio sites to the existing bi-county 450 MHz public safety trunked radio system. Following system expansion, Mr. Norin assisted with implementation of the FCC-mandated conversion of the system to narrowband operation.

Simulcast System Expansion Engineering, City of Richland, Washington. As the lead project engineer, Mr. Norin designed and facilitated the implementation of a new multi-channel VHF simulcast site to augment coverage in an existing public safety radio system.

Mobile Data Communications System Analysis and Recommendations, C-TRAN (Clark County), Washington. Mr. Norin reviewed this regional transit operator's existing mobile data system, used primarily for AVL and other operational telemetry, and evaluated options for improving or replacing the existing system.

VHF Simulcast System Design, Moses Lake, Washington. Project lead completing RF system design, including evaluation of user requirements followed by site selection, link budget analysis, and radio system propagation predictions for Multi Agency Communications Center (MACC) in Grant County, Washington.

King County Zone 1 Fire Alerting, Bellevue, Washington. As the project lead, Mr. Norin performed analysis of existing alphanumeric paging channel loading and performance, along with impacts of proposed additional usage. He also assisted with alphanumeric paging RF system design, including link budget analysis, site selection, and radio propagation predictions.

Other Experience

Prior to joining ADCOMM, Mr. Norin facilitated the successful launch of commercial voice and broadband wireless data networks for Sprint, Qwest Wireless, and a multinational cellular operator in Brazil. He was responsible for RF design, integration testing, optimization, system performance, capacity management, and technical project management.

Education

M.S., Information Technologies & Business Administration, Instituto Tecnológico Autonomo de Mexico (ITAM) – Mexico City, Mexico, and École Nationale Supérieure des Télécommunications de Bretagne, France
B.S., Electronics and Communications Engineering, Instituto Politécnico Nacional – Mexico City, Mexico

Years with Firm

2

Total Years of Experience

30+

Certification

Cybersecurity Certificate (in process), Polytechnique de Montreal

Jose Ruiz

Technical Specialist

Relevant Experience

Mr. Jose Ruiz has over 30 years of combined experience with communications systems, including telecom network design and deployment; point to point microwave link design and survey; point to multipoint microwave link design; telecommunications project management; troubleshooting and interference mitigation; propagation and link budget analysis; PL5.1, MapInfo, and ArcGIS; technical design guidelines and reports; radios and antennas bench and field test; frequency coordination and FCC licensing; IP networks and CCNA; and cybersecurity. His expertise also includes LMR coverage predictions and improvements for VHF analog, VHF P25, UHF, and 700-800 MHz P25 systems.



Agency Affiliations

- ADCOMM Engineering LLC, Technical Specialist, June 2023 – Present
- RADYN, Inc., February 2021 – May 2023
- Communication Infrastructure Corporation (CIC), Senior Microwave Network Engineer, June 2007 – September 2020
- WFI Wireless Facilities, Inc. (Mexico & USA), Senior Microwave Engineer (USA), Microwave Engineer (Mexico), Program Manager/Project Manager (Mexico), August 1998 – May 2007
- Red Uno (Mexico), Support Engineer, May 1996 – August 1998
- Ericsson (Mexico), Cellular Support Engineer, August 1990 – May 1992

Representative Projects

Radio Upgrade Consultant and Project Management, Golden Gate Bridge, Highway and Transportation District (GGBH&TD), California. Mr. Ruiz's responsibilities included evaluating the performance and limitations of the current infrastructure and

Jose Ruiz, Technical Specialist

reviewing vendor proposals for system replacement to ensure compliance with operational requirements and industry standards.

SCADA RF System Assessment for Clark Regional Wastewater District (CRWWD), Vancouver, Washington. Mr. Ruiz participated in the evaluation of the performance of the current 450 MHz and 900 MHz SCADA radio system to ensure compliance with operational requirements.

VHF Paging, Everett, Washington. As a technical specialist, Mr. Ruiz supports the design, procurement, and project management of a replacement jointly operated VHF POC SAG paging system. This VHF paging system provides emergency response notifications to first responders in Snohomish County and portions of King County, Washington. The current system is jointly owned and operated by SNO911 and Northeast King County Regional Public Safety Communications Agency (NORCOM).

Simulcast Radio System Replacement for Cowlitz 911, Kelso, Washington. Mr. Ruiz supported the simulcast radio system expansion project by developing coverage maps for the existing VHF analog technology, identifying coverage gaps and interference issues. He actively contributed to stakeholder interviews to assess critical concerns related to coverage, functionality, and operability. Additionally, he assisted in conducting coverage predictions for various proposed solutions, including VHF digital, VHF P25, 700 MHz P25, and hybrid systems. He also performed desktop design for the microwave transport network, ensuring support for both current technology and future expansions with additional radio stations.

LMR Radio System Improvement and Backhaul Design for Valley County, Cascade, Idaho. Mr. Ruiz contributed to this project by developing coverage maps for the existing VHF analog system, identifying coverage gaps and interference issues. He engaged with stakeholders to evaluate key concerns related to coverage, functionality, and operability. Additionally, he assisted in coverage analysis and predictive modeling for various proposed solutions, including VHF digital, VHF P25, 700 MHz P25, and hybrid systems. He also designed a microwave backhaul network to support the proposed radio system, incorporating new sites to enhance connectivity and overall performance.

700 MHz P25 LMR System Assessment for Umatilla Morrow Radio and Data District (UMRDD), Pendleton, Oregon. Mr. Ruiz conducted a comprehensive coverage and alarm analysis to verify and validate the performance of the newly installed radio system. He engaged with stakeholders through interviews to identify operational challenges and coverage issues. Additionally, he contributed to the development of recommendations for system improvements, enhancing overall operability and reliability.

LMR System Improvement for Douglas County, Oregon. Mr. Ruiz developed coverage maps for existing radio systems to identify coverage gaps and interference issues, determining optimal locations for new sites to enhance coverage or reduce simulcast interference. He assisted in selecting the most suitable technology solutions to improve

Jose Ruiz, Technical Specialist

radio systems, including VHF analog, VHF P25 Phase 1 and Phase 2, UHF, 700 MHz P25, and other viable options.

Additionally, he performed FCC license searches for VHF compliance and engaged in frequency coordination to identify suitable replacements for outdated microwave antennas. Furthermore, he participated in the development of the RFQ for the replacement of microwave lines and antennas.

Simulcast Radio System Expansion for Quinault Indian Nation, Taholah, Washington.

Mr. Ruiz supported this project by capturing required information, researching vendors and manufacturers to identify required hardware and software equipment for system integration, and supporting the client in identifying legacy equipment for procurement.

Red Mountain Radio Communications Site Engineering, Richland, Washington. The Red Mountain site facilitates radio coverage improvements for Benton City, West Richland, Hanford, and Richland. As a technical specialist, Mr. Ruiz provided project support in the planning, design, and engineering of a microwave link to connect the new communications site on Red Mountain to Benton County Emergency Services.

9-1-1 Emergency Communications Center Technical Services, Cowlitz 911 Public Authority, Cowlitz County, Washington. As a technical specialist, Mr. Ruiz supported the transition of the operational 9-1-1 dispatch center to a new facility.

Other Experience

While with RADYN, Inc., Mr. Ruiz's experience included the following.

- Performed microwave link engineering for several customers in the United States
- Performed field activities, including site and path surveys
- Developed frequency analysis for FCC coordination

As a senior microwave network engineer with CIC, Mr. Ruiz was responsible for the following:

- Design of various point to multipoint systems in the 700 MHz, 900 MHz, 3,5 GHz, and 5.8 GHz frequency bands for various customers in the United States
- Analysis of the impact on point to multipoint networks from wind turbine farms and also proposed solutions
- Completion of three ultra-low latency long haul microwave routes designs (~735 miles long between Chicago and New Jersey datacenters)
- Responsible for one region to increase the capacity on an existing microwave network for a major U.S. carrier
- Completion of multiple designs for short haul microwave networks to serve WiMAX sites in various markets across the United States for more than 2,000 links

Jose Ruiz, Technical Specialist

Mr. Ruiz's experience with WFI Wireless Facilities, Inc. (in both Mexico and the United States) included the following:

- Completed multiple designs for short haul microwave networks to serve WiMAX sites in various markets across the United States for more than 500 links.
- Performed activities related to network backhaul design, deployment, and delivery based on microwave equipment for more than 200 cellular sites in Mexico City.
- Directed and managed activities associate with design, construction, installation, and commissioning of various telecommunication networks.

Education

A.S., Electrical Engineering Technology (A.S.E.E.T.), Pennsylvania State University

Years with Firm

4

Total Years of Wireless Experience

40

Affiliations

National Spectrum Managers Association

Professional Development

Propagation Prediction Software: CTE, Ltd. (PathLoss versions 4 and 5); ICS Tele-com (ATDI 2019); Harris, Inc. (Radio Analysis & Propagation Tool Repository [RAPTR]) 2017; Remcom, Inc. (Wireless InSite training course certificate, 2005); Wireless Valley (SitePlanner and LANPlanner); EDX, Inc., (Operation & Use of SignalPro [most recent training certificate, 2005]); Logica/Aethos Communications, Inc. (Odyssey training course certificate, 1999); LCC, Inc. (CellCAD training course certificate, 1996); ComStudy2; Micropath Pathanal 5

Jeffrey T. Forsha

Technical Specialist

Relevant Experience

Mr. Jeffrey Forsha brings 40 years of experience in the microwave, land mobile radio (LMR), fixed wireless broadband and paging telecommunications industries. He has provided hands-on leadership and direction in network design, systems and frequency engineering, site development, proof of performance testing, training, and customer service.



Throughout his career, Mr. Forsha has worked very closely with public safety agencies including 9-1-1, emergency management, law enforcement, fire, and EMS; cellular and common carriers; private network operators; transportation agencies; gas, electric, water, and wastewater utilities; government clients including federal, state, and local authorities; and wireless internet service providers.

Agency Affiliations

- ADCOMM Engineering LLC, Technical Specialist, 2021 – Present
- Rural Broadband Cooperative, Founding Member, 2019 – Present
- Tait Communications, Inc., Senior Staff Engineer, 2012 – 2020
- Federal Engineering, Inc., Senior Consultant (Public Safety), 2009 – 2012
- Communication Infrastructure Corporation, Transmission Engineering Department Manager, 2007 – 2009
- L. Robert Kimball & Associates, Senior Telecommunications Specialist (Public Safety), 1999 – 2007
- Paging Networks, Inc., RF Engineer, 1996 – 1999
- Global Integrated Systems, Inc., Senior Systems Engineer and Project Manager, 1994 – 1996
- JEFA International, Inc., Microwave Systems Engineer & Manager of Engineering Services, 1987 – 1994
- Compucon, Inc./Spectrum Planning, Inc., Engineering Assistant and Frequency Coordinator, 1984 – 1987

Jeffrey T. Forsha, Technical Specialist

Representative Projects

Mr. Forsha leads ADCOMM's engineering design efforts with respect to RF land mobile radio systems, point-to-point microwave systems, DC power systems, and communications site systems. Mr. Forsha is exceptionally skilled at microwave transmission engineering; system availability/link budget development; frequency planning and interference mitigation; anomalous propagation assessments and resolution; capacity planning; site and path surveys; land mobile radio coverage modeling and design using TIA/TSB-88 standards; design and optimization of simulcast radio networks; coverage acceptance test plan development, drive testing and data analysis; digital and analog paging systems engineering; site development; and R-56 grounding/bonding systems. In addition, he has a depth of experience developing, assessing, and responding to functional and technical specifications for bids and quotes.

- Lincoln County Updated Public Safety Communications System Plan
- Douglas County Radio System, Project Engineering & Management Services
- Cowlitz County 911, Engineering Assessment and Recommendations
- Communications Consulting Services, Skamania County PUD (Carson, Washington)
- Cow Creek Band of Umpqua Indians. Communications Improvement Project Stakeholder Needs Capture, System Assessment and Recommendations
- Radio System Upgrade, Northshore School District (Bothell, Washington)
- Radio System and Site Assessment, Wasco County (The Dalles, Oregon)
- Satus Pass Site Development, Klickitat County (Goldendale, Washington)
- Public Safety Radio System Replacement, Grays Harbor Communications Center (Aberdeen, Washington)
- Red Mountain Communication Site Engineering and Project Management, City of Richland (Richland, Washington)
- Radio Network Enhancements, Okanogan County (Okanogan, Washington)
- Radio System Assessment, Marion County (Salem, Oregon)
- Thurston County Emergency Radio Network (TCERN) Project Management Services, Thurston County (Olympia, Washington)
- Capital Equipment Radio System Replacement Project, Maritime Fire & Safety Association (MFSA) (Portland, Oregon)
- Fire Radio System Evaluation, Lane County (Eugene, Oregon)

Other Experience

Prior to joining ADCOMM, Mr. Forsha provided services to a number of services to a variety of different industries.

Jeffrey T. Forsha, Technical Specialist

9-1-1 and Public Safety Radio Systems: Performed needs assessments, specifications development, radio system coverage design, implementation and/or proof of performance testing and support for MACC911, Grant County, Washington; Essex County, New York; Buncombe County, North Carolina; Rockbridge County, Virginia; San Diego County, California; City of Dickinson, North Dakota; Howell County, Missouri; Marathon County, Missouri; Boone County, Kentucky; Bay-RICS; City of El Paso, Texas; Pitt County, North Carolina; Pierce County, Washington, Erie County, New York; Steuben County, New York; Delaware County, New York; Otsego County, New York; Chenango County, New York; York County, Pennsylvania; Allegheny County, Pennsylvania; Lackawanna County, Pennsylvania; and Orleans Parish, Louisiana.

Gas, Electric and Water Utilities: Performed LMR, microwave and/or SCADA system design, implementation and/or proof of performance testing for Clark Regional Wastewater District, Washington, Alliant Energy, Bonneville Power Administration, Minnesota Power, Portland General Electric, Pacific Gas and Electric; Puget Sound Energy; Enel Brazil; Northwest Pipeline Corporation; Shell Pipeline Company; City of Houston; and City of San Antonio.

Oil Exploration and Production Companies: Performed transmission engineering and/or frequency planning and coordination including on- and off-shore sites for Shell Oil, Union Oil, Tenneco, and Texaco.

Transportation: Performed needs assessments, transmission engineering and/or coverage design for Golden Gate Bridge Highway and Transportation District, Kansas City Area Transportation Authority, New York City Transit Authority, North Central Pennsylvania Regional Planning and Development Corporation, South Coast British Columbia Transportation Authority (Evergreen SkyTrain), and Columbia Cerrejon Rail Road.

Fixed Wireless Broadband: Founding member of Rural Broadband Cooperative.

Cellular Carriers:

- **Sprint 4G:** Lead backhaul network design of entire market areas serving: New York City, Baltimore/Washington, Chicago, Boston/Providence, Dallas/Ft. Worth, Philadelphia, Atlanta
- **ClearWire WiMax:** Led backhaul network design of entire market areas including: Boston, Chicago, Detroit, Baltimore/Washington, Atlanta, Dallas/Ft Worth, Indianapolis, Las Vegas, Memphis, Nashville, Philadelphia, and San Francisco
- **Southwestern Bell Mobile Systems 1G and 2G:** Led frequency coordination, transmission engineering, surveys, installation, and/or testing in various markets including: Dallas/ Ft. Worth, Oklahoma City, San Antonio, Houston, and Austin
- **BellSouth Mobility 1G and 2G:** Led frequency coordination, transmission engineering and/or surveys for Miami, Orlando, Melbourne/Titusville/Coco Beach, Memphis, Nashville, Birmingham, Atlanta

Jeffrey T. Forsha, Technical Specialist

- **Contel Cellular:** Led frequency coordination, transmission engineering and/or surveys for Joplin/Springfield (Missouri), Springfield (Illinois), Champaign (Illinois)

Immigration and Naturalization Service-U.S. Border Patrol: Designed the conventional digital encrypted VHF high-band land mobile radio and microwave backhaul network serving the entire international border between San Diego, California, and Brownsville, Texas. He also led implementation of the Marfa Sector systems.

Federal Bureau of Prisons: Led the trunked radio systems design, implementation, testing and operator training for the Federal Medical Center Ft. Worth, the Federal Medical Center Carswell, the Federal Correctional Complex Beaumont, the United States Penitentiary Terre Haute, the Federal Correctional Institute Waseca (Minnesota), the Federal Correctional Institute La Tuna (Texas), the Federal Correctional Institute El Reno (Oklahoma), and the Federal Transfer Center Oklahoma City (Oklahoma).

Defense Advanced Research Projects Agency (DARPA): Managed classified fly-by-light and long-wave infrared research and development projects for McDonnell Douglas in St. Louis, Missouri.

PageNet: Designed and tested local and regional simulcast coverage performance of POCSAG, FLEX, ReFLEX and InFLEXion markets including Dallas/Ft. Worth, Houston, New Orleans, St. Louis, Birmingham, Huntsville, and Mobile.

Education

B.S., Political Science (minor Business Administration), University of Oregon

Years with Firm

3

Total Years of Experience

20+

Shawn Halsey

Technical Specialist

Relevant Experience

Mr. Shawn Halsey has over 20 years of combined experience with communications systems in particular and electronic equipment in general. He is an experienced public safety communications professional with a focus on user experience, funding, and infrastructure and is experienced with implementing and managing critical communications systems, ranging from two-tone paging to trunked radio systems. Mr. Halsey has demonstrated an ability to bring a large group of public safety agency stakeholders together to achieve a single purpose.



Agency Affiliations

- ADCOMM Engineering LLC, Technical Specialist, March 2022 – Present
- Umatilla Morrow Radio and Data District (UMRDD), District Administrator, 2011 – 2022
- Umatilla County Emergency Management/Chemical Stockpile Emergency Preparedness Program (UCEM/CSEPP), Communications Coordinator, 2004 – 2011
- UCEM/CSEPP, Planner, 2002 – 2004
- United States Navy, Cryptologic Technician, 1992 – 1996 (active), 2001 – 2005 (active reserve)

Representative Projects

Emergency Communication Plan Update, Lincoln County, Oregon. Led ADCOMM's current system assessment including site visits and stakeholder meetings. Identified key improvements to site and system infrastructure and recommended system management policies.

Umatilla Morrow Radio & Data District(UMRDD), System Assessment, Umatilla, Oregon. UMRDD engaged ADCOMM to provide an assessment of their current communications system coverage and operation. Mr. Halsey provided background

Shawn Halsey, Technical Specialist

knowledge of the UMRDD system to the project team and acted as ADCOMM's primary contact to UMRDD.

CAD/RMS Support, Wasco County, Oregon. ADCOMM was engaged by Wasco County to support the acquisition and upgrade of a replacement CAD system, a mobile data application (mobile) system, and a law enforcement records management system (LERMS). Mr. Halsey has reviewed the Wasco County RFP, RFP responses and assisted Wasco County agencies with their proposer interviews/ demonstrations and assessments.

Radio System Replacement, Skamania PUD, Washington. Skamania PUD engaged ADCOMM to provide engineering services to support their radio system replacement. Mr. Halsey evaluated Skamania PUD's existing radios sites as well as the current Skamania County public safety communications system. He provided options to Skamania PUD and assisted with determining the best way forward. When Skamania PUD chose to join the existing Skamania County public safety communications system, Shawn reviewed vendor proposals and provided helpful feedback and guidance to Skamania PUD.

Radio System Replacement, Latah County, Idaho. Latah County engaged ADCOMM as their consultant to perform an assessment of their aged radio network and to lead the procurement and implementation of a system architecture that best meets the users' needs and falls within the County's limited budget. Mr. Halsey led the project's technical assessment and specifications development and is currently overseeing the new system implementation.

Radio System Replacement Project, Salem, Oregon. Marion County engaged ADCOMM as their consultant to perform a needs capture, analysis, and recommendations for replacement of their aged radio network, as well as lead the procurement and implementation of the agreed-to system architecture.

Mr. Halsey led the design and stakeholder requirements capture and development of request for proposals (RFPs) and site make ready scope of work procurement needed to build and maintain a countywide, 700/800 MHz, P25 phase 2, trunked radio system. Mr. Halsey has led every aspect of the system implementation from the equipment rack design and placement to site identification/acquisition as well as helping the community select a governance model for the long-term maintenance and management of the new system.

Thurston County Emergency Radio Network (TCERN) Engineering Services, Olympia, Washington. Mr. Halsey is assisting the project team by managing the issuance and overseeing the installation of over 1,700 subscriber units to 19 local public safety agencies on Thurston County's new Motorola trunked P25 Phase 2 700 MHz radio system. He also contributed to the first post-deployment subscriber programming update by assisting with codeplug changes, uploading changes to the system, and managing the deployment/ distribution of wifi programming equipment to the user agencies.

Shawn Halsey, Technical Specialist

Other Experience

While with the UMRDD, Mr. Halsey's experience included the following.

- Beginning in 2019 he led the implementation of both a new trunked radio system and microwave transport system that replaced an aging regional trunked system.
- Eleven years of experience in researching, building and implementing annual budgets for operating, maintaining and improving a sophisticated public safety communications system.
- Grew the UMRDD user base by granting system access to the Union Pacific Railroad Law Enforcement, the United States Navy, local school districts, the Oregon Department of Transportation/Oregon State Patrol and a local electrical utility.
- Led UMRDD through acceptance of governance, policy and procedure adoption, as well as employee recruitment, hiring, and supervision.
- Coordinated the creation of Oregon Revised Statute 403.5 Radio & Data Districts in 2009. Instrumental in the formation of the UMRDD in 2010.
- Implemented the first public safety trunked radio system in eastern Oregon in 2004.

Mr. Halsey has served as a volunteer member of the Umatilla County Sheriff's Office (UCSO) as a Reserve Criminal Deputy from 2013 to 2022. He was a firearms instructor and was one of five original members of the designated marksman team.

Mr. Halsey has also volunteered with UCSO from 2006 to 2013 as a member of the Search and Rescue team. Served primarily as a tracker and ground searcher.

Education

M.S., Engineering Systems,
Colorado School of Mines

B.S., Physics, College of
New Jersey

Years with Firm

5

Total Years of Experience

27

Affiliations

International Council on
Systems Engineering
(INCOSE)

Association of Public
Safety Communication
Officials (APCO)

Utilities Technology
Council (UTC)

Publications

Berger, J. R., Skilowitz, J.
and Tewary, V. K., "Green's
Function for Steady State
Heat Conduction in a
Bimaterial Composite
Solid," Computational
Mechanics, Vol. 25, No. 6,
pp.627-634, 2000.

Berger, J. R., Skilowitz, J.,
and Tewary, V. K., "Green's
Function for Steady-State
Heat Conduction in
Anisotropic Bimaterials,"
International Symposium
on Boundary Element
Methods, IABEM, Ecole
Polytechnique, Palaiseau
(Paris), France, 1998.

Berger, J. R., Tewary, V. K.,
and Skilowitz, J., "A
Transient Thermal Green's
Function for Anisotropic
Bimaterials," IABEM
Workshop on
Fundamental Solutions,
Sevilla, Spain, 1997.

Jennifer Skilowitz

Technical Specialist

Relevant Experience

Ms. Jennifer Skilowitz brings extensive experience in wired and wireless telecommunications engineering, including roles as an owner's engineer, design engineer, lead engineer, project manager, engineering manager, and operations manager. She has extensive in-building wireless design experience for hospitals, public buildings, and corporate campuses. Over the course of her career, she has led stakeholder meetings, coordinated with architecture and engineering firms, worked with local and state public agencies, developed specifications and system architectures for her clients, developed detailed scopes of work and bills of materials, and developed and managed construction schedules and budgets.



Agency Affiliations

ADCOMM Engineering LLC, Technical Specialist, 2020 – Present

Siemens Smart Infrastructure, Senior Project Manager,
2019 – 2020

Amplified Wireless Solutions, Inc., Senior Project Manager,
2019

Day Wireless Systems, Inc., DAS Design Group Manager/Lead
DAS Designer, 2007 – 2019

Paramount Designs, Inc., Senior Planning Engineer,
2003 – 2004

POWER Engineers, Inc., Engineer II, 2000 – 2002

US West Communications, Inc., Outside Plant Tactical Planner,
2000

Power Engineers, Inc., Designer I/Engineer I, 1999 – 2000

Colorado School of Mines, Research Assistant, 1995 – 1998

Jennifer Skilowitz, Technical Specialist

Publications (cont.)

Linne, M.A., Morse D.C., Skilowitz, J.L., Fiechtner, G.J., and J.R. Gord, "Two-dimensional pump-probe imaging in reacting flows," Optics Letters, Vol. 20, No. 23, pp. 2414-2416, December 1, 1995.

Representative Projects

Radio Replacement Project, Douglas County IT Department, Douglas County Oregon.

Ms. Skilowitz is leading Douglas County's technical team as an owner's engineer in the implementation of their microwave and two-way radio replacement project. She provides systems engineering services for user requirements capture, technical requirements definition, system configuration oversight, test plan development, acceptance and integrated system testing in addition to

procurement of main and supporting systems. She is leading integration of supporting systems including electrical, mechanical, and monitoring systems, and is leading integration of the new systems to the existing dispatch console subsystem.

Radio Replacement Project, Snohomish County 911, Snohomish County, Washington.

Ms. Skilowitz led SNO911's technical team as an owner's engineer in the implementation of their two-way radio replacement project. She provided site management and systems engineering services for user requirements capture, technical requirements definition, system configuration oversight, test plan development, and oversaw factory acceptance and integrated system testing. She led the procurement of supporting systems including electrical and mechanical systems, and led integration of the new microwave, MPLS, two-way radio and remote site monitoring and alarm subsystems and connection to existing dispatch console subsystem.

Thurston County 911 Project Management and Owners Engineer, Olympia,

Washington. The Thurston County Emergency Radio Network (TCERN) transitions end users from a VHF analog-conventional simulcast system to a 700 MHz Motorola P25 Phase 2 compliant trunked system. Ms. Skilowitz provides support in developing scope of work to prepare site systems to support the new equipment, leads discussions with the Motorola project team to ensure compliance with the project requirements, and manages technical review and assessments of the vendors' system implementation to TCOMM management and technical staff.

Red Mountain Radio Communications Site Engineering, Richland, Washington. Serving as technical lead, Ms. Skilowitz provided planning, design, and engineering for a new communications site on Red Mountain supporting Benton County Emergency Services and City of Richland public safety entities. Work also included tower and microwave radio vendor proposal assessment, requirements development, support of procurement processes for the City of Richland, and engineering support throughout construction. The Red Mountain site facilitates radio coverage improvements for Benton City, West Richland, Hanford, and Richland.

PDX NEXT Airport Terminal Expansion Project, PAE/Port of Portland, Oregon.

Ms. Skilowitz is the technical lead responsible for RF engineering and analysis of existing systems at the Portland International Airport. Ms. Skilowitz performs RF intermodulation studies, provides site specifications design and reviews, develops specifications, develops

Jennifer Skilowitz, Technical Specialist

drawings and performs documentation quality reviews, provides field survey services, and provides construction engineering support.

Chelan PUD DAS Design and Engineering Oversight, Wenatchee, Washington. Chelan PUD is in the process of adding a distributed antenna system to improve in-building communications at two of its power generation facilities. Ms. Skilowitz is the technical lead responsible for the design and specification of the system. She performed the site survey effort to document the areas needing improved two-way radio coverage and to observe the cabling infrastructure needed to support equipment installation and has led the drawing development effort and the specification writing effort to support the contractor bid package.

Klickitat County, Satus Pass Site Build, Goldendale, Washington. Ms. Skilowitz developed the technical specifications necessary to support the procurement efforts for the development of a new, greenfield radio site ("Satus Pass").

Capital Equipment Replacement Project, Maritime Fire & Safety Association, Portland, Oregon. As a project engineer, Ms. Skilowitz was responsible for evaluating current equipment and making recommendations for upgrades (including site relocation) and updating system documentation for a four-site seven-channel VHF simulcast radio system.

Lane County Fire Radio System Evaluation, Eugene, Oregon. As a project engineer, Ms. Skilowitz was responsible for conducting stakeholder interviews, identifying requirements, and making recommendations for upgrades for a VHF radio system supporting mission critical communications for public safety in Lane County, Oregon.

9-1-1 Emergency Communication Center Technical Services, Cowlitz 911 Public Authority, Cowlitz County, Washington. As a project engineer, Ms. Skilowitz was responsible for the planning and coordination of technical services required to transition an operational 9-1-1 dispatch center to a new facility.

ODOC Tower and Shelter Replacement, Marion County, Oregon. As technical lead, Ms. Skilowitz developed requirements for tower, grounding, waveguide bridge, antenna, and mounting hardware for three tower systems. Work also included site surveys and collaboration with an A&E firm to determine optimal site locations and layout.

VHF Simulcast and Stacker Butte Site Addition, Klickitat County, Washington. As a project engineer, Ms. Skilowitz was responsible for equipment procurement, documentation, and commissioning support to upgrade a receive-only site to a transmit/receive site on an 11-site countywide VHF radio system supporting mission critical communications for public safety in Klickitat County, Washington.

Other Experience

As a senior project manager for Siemens Smart Infrastructure, Ms. Skilowitz provided management of the implementation of life safety security systems, including contract

Jennifer Skilowitz, Technical Specialist

review, contract management, change management, and ensuring all phases of the project were completed on time and within budget (including engineering, permitting, equipment procurement, installation, commissioning, and close-out documentation).

While with Day Wireless Systems, Inc., as their DAS Design Group Manager and Lead DAS Designer, Ms. Skilowitz was responsible for management of a team of six DAS designers. Typical duties included technology selection; technical guidance to upper management and sales and service departments; mentoring new designers; technical training; sales presentations assistance; pre-sale estimate reviews; high level scope development, specifications, and statements of work for customer projects; design scheduling for all sold projects, ensuring design of all sold projects proceeds within budget and on schedule; technical review of all submittal packages; and oversight of project billing.

APPENDIX B: Scope of Services Versus Team Members' Past Experience

Data may also be accessed directly via Smartsheet publish link:

<https://app.smartsheet.com/b/publish?EQBCT=61a1cbb1a1f24e4bb465a5e50e35805a>

Appendix B:
Scope of Services vs Team Members' Past Experience

Area	xx	JF	JF Comments	JR	JR Comments	JS	JS Comments	MK	MK Comments	MN	MN Comments	SH	SH Comments	SR	SR Comments	Level
Document and System Reviews		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		0
Represent the City's interests in working with the chosen vendor for the system; viewing, evaluation and proposing recommendations for modifying system and network design;		<input checked="" type="checkbox"/>	ADCOMM: Okanogan County WA, Maritime Fire Safety Association TAIT: Grant County WA, FE: Essex County NY, LRK: Erie County NY, Steuben County NY, Otsego County NY	<input checked="" type="checkbox"/>	ADCOMM: SNO911-NORCOM Paging project	<input checked="" type="checkbox"/>	TCOMM, SNO, Cowlitz, Douglas County, MFSA	<input checked="" type="checkbox"/>	TCOMM, SNO911, BPA (MREDI project)	<input type="checkbox"/>		<input checked="" type="checkbox"/>	Latah County, Marion County, UMRDD	<input checked="" type="checkbox"/>	Okanogan County; TCOMM; SNO; Glendale CA; Memphis/ Shelby TN	1
Review testing criteria/test plans and assist in network testing including coverage, throughput, capacity, cell/sector loading and redundancy/failover testing;		<input checked="" type="checkbox"/>	ADCOMM: Okanogan County WA TAIT: Bonneville Power Administration, MACC911, Portland General Electric, Pacific Gas and Electric; Puget Sound Energy; Kansas City Power & Light PageNet; Dallas/Ft. Worth TX, Houston TX, New Orleans LA, St. Louis MO, Birmingham AL, Huntsville AL, and Mobile AL	<input checked="" type="checkbox"/>	CICUSA: MW Low Latency network Acceptance Test WFI Mexico and USA: Pegaso Telecommunications, Clearwire, Fiber Tower.	<input checked="" type="checkbox"/>	TCOMM, SNO, Cowlitz, MFSA, Klickitat	<input checked="" type="checkbox"/>	TCOMM, BPA (MREDI project)	<input type="checkbox"/>		<input checked="" type="checkbox"/>	UMRDD	<input checked="" type="checkbox"/>	Okanogan County; MFSA, Klickitat; Glendale CA; Memphis/ Shelby TN	1
Review the system testing results;		<input checked="" type="checkbox"/>	ADCOMM: Okanogan County WA, Deschutes County 911 TAIT: Bonneville Power Administration, MACC911, Portland General Electric, Pacific Gas and Electric; Puget Sound Energy; Kansas City Power & Light PageNet; Dallas/Ft. Worth TX, Houston TX, New Orleans LA, St. Louis MO, Birmingham AL, Huntsville AL, and Mobile AL	<input checked="" type="checkbox"/>	ADCOMM: SNO911-NORCOM Paging project CICUSA, WFI Mexico and USA: Pegaso Telecommunications, Clearwire, Fiber Tower.	<input checked="" type="checkbox"/>	TCOMM, SNO, Cowlitz, MFSA, Klickitat	<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	UMRDD	<input checked="" type="checkbox"/>	Okanogan County; MFSA, Klickitat; Glendale CA; Memphis/ Shelby TN	1
Review, evaluation and proposing recommendations for modifications for Service Level Agreements and End User Agreements;		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Douglas County	<input checked="" type="checkbox"/>	TCOMM	<input type="checkbox"/>		<input checked="" type="checkbox"/>	UMRDD	<input checked="" type="checkbox"/>	Okanogan County; Golden Gate Bridge; TCOMM; SNO;	1
Review, evaluate and develop procedures and testing criteria for compliance with FCC, and future FirstNet interoperability technical standards;		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	In-building only (Day Wireless)	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		1
Review the engineering services related to relocation or establishing new microwave links;		<input checked="" type="checkbox"/>	Essex County, NY; Buncombe County, NC; Rockbridge County, VA, City of Dickinson, ND; Howell County, MO, Boone County, KY; Erie County, NY; Steuben County, NY; Chenango County, NY; Lackawanna County, PA	<input checked="" type="checkbox"/>	ADCOMM: SNO911-NORCOM CICUSA: Low latency Networks project between Aurora IL and Carteret, Mawha NJ. WFI Mexico and USA: Pegaso Telecommunications, Clearwire, Fiber Tower.	<input checked="" type="checkbox"/>	BCES Red Mtn, SNO, Douglas County	<input checked="" type="checkbox"/>	TCOMM, GGTD, BPA (MREDI project)	<input type="checkbox"/>		<input checked="" type="checkbox"/>	UMRDD, Latah Co	<input checked="" type="checkbox"/>	Douglas County; Grant PUD; TCOMM;	1
Perform network analysis and assessment.		<input type="checkbox"/>		<input checked="" type="checkbox"/>	CICUSA: Low latency Networks project between Aurora IL and Carteret, Mawha NJ. WFI Mexico and USA: Pegaso Telecommunications, Clearwire, Fiber Tower.	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Tait: Grant PUD, PGE	1
Review network documentation including all modifications to documents as required for the City's technical staff to perform maintenance to these systems;		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	SNO, Cowlitz	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Motorola: LAPD, Glendale CA; Memphis/ Shelby TN; Grant PUD;	1
Construction administration and project management support;		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	TCOMM, SNO, Cowlitz, MFSA, Klickitat, Douglas County, BCES Red Mtn, TCOORE, Okanogan	<input checked="" type="checkbox"/>	TCOMM, SNO911, GGTD, BCES Red Mountain, BPA (MREDI project)	<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Glendale CA; Memphis/ Shelby TN	1
Estimate, track, monitor and report status relating to technical, cost, schedule, and risk performance for assigned scope of work; and		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	Douglas County	<input checked="" type="checkbox"/>	TCOMM, SNO911, GGTD, BCES Red Mountain, BPA (MREDI project)	<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Glendale CA; Memphis/ Shelby TN	1
Communicate and develop different types of Senior-level management presentations of Program/Project status, issues, risks, and needs of the Program/Project, both in writing and via oral presentations.		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Douglas County	<input checked="" type="checkbox"/>	TCOMM, SNO911, BPA (MREDI project)	<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Okanogan County; Golden Gate Bridge; TCOMM; SNO; Glendale CA; Memphis/ Shelby TN; Grant PUD, PGE	1
Interference Investigation and Recommendation		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		0
The successful Proposer(s) will provide required services to ensure the system vendor uses the most appropriate and effective method to investigate, identify the source and make recommendations to resolve any interference issue that may arise related to microwave, LTE, or LMR networks.		<input checked="" type="checkbox"/>	Idaho Power; Deschutes 911	<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Multiple: Intermodulation interference analysis, DAS/BDA interference investigation, spectrum analysis	<input type="checkbox"/>		<input checked="" type="checkbox"/>	Idaho Power; Deschutes 911	1
FCC/Regulatory Support		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		0
Review of vendor's actions licensing administration, including renewals, modifications, changes, construction extension requests, etc.;		<input checked="" type="checkbox"/>	All RF projects	<input checked="" type="checkbox"/>	All RF projects	<input type="checkbox"/>		<input checked="" type="checkbox"/>	SNO911, TCOMM	<input checked="" type="checkbox"/>	SNO911, SNO PUD, ODOC	<input type="checkbox"/>		<input type="checkbox"/>		1
Review and evaluation of any possible new channels or frequencies to be provided/added if the system is changed or expanded; respond to requests from outside agencies for concurrence for future co-channel or adjacent-channel applications;		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	SNO911, TCOMM	<input checked="" type="checkbox"/>	PSERN/Motorola, SNO911, ODOC	<input type="checkbox"/>		<input type="checkbox"/>		1
New license acquisition, as required; and		<input type="checkbox"/>		<input checked="" type="checkbox"/>	SNO911, TCOMM	<input type="checkbox"/>		<input checked="" type="checkbox"/>	SNO911, TCOMM	<input checked="" type="checkbox"/>	PSERN/Motorola, SNO911, TCOMM 911, Kitsap 911	<input type="checkbox"/>		<input type="checkbox"/>		1
Perform monitoring and advise for regulatory alerts (from APCO, FCC, NPSTC, and other regulatory bodies and services) of rule changes that could impact functionality or future integration.		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	SNO911, City of Seattle, ODOC	<input type="checkbox"/>		<input checked="" type="checkbox"/>	All clients	1
Link Analysis & Path Study		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		0
Project Management Support;		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input type="checkbox"/>	BCES Red Mtn, TCOMM, SNO	<input checked="" type="checkbox"/>	TCOMM, SNO911, GGTD, BCES Red Mountain, BPA (MREDI project)	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		1
Link Analysis and Path Study;		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	TCOMM, BPA (MREDI project)	<input checked="" type="checkbox"/>	ODOC	<input type="checkbox"/>		<input type="checkbox"/>		1
FCC Regulatory Support;		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	ODOC, City of Seattle	<input type="checkbox"/>		<input type="checkbox"/>		1
Verification and Validation of Equipment Compliance;		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		1
Create and Facilitate Training;		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Marion Co, UMRDD	<input checked="" type="checkbox"/>	Motorola: LAPD, Glendale CA; Memphis/ Shelby TN; Grant PUD; Okanogan County	1
Wireless System Design verification;		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		1
Wireless System functional validation and verification;		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	UMRDD	<input type="checkbox"/>		1
Wireless Public Safety Communications Networks Project Technical Coordination;		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		1
Wireless spectrum performance validation and verification; and		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	UMRDD	<input type="checkbox"/>		1
Wireless interference analysis, verification and mitigation.		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		1
Assess vendor recommendations relative to site locations, equipment, software, broadcast frequencies; and		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	Douglas County	<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Marion Co, Latah Co	<input type="checkbox"/>		1
Review vendor prepared radio coverage maps and coverage predictions.		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	SNO, TCOMM, Douglas County	<input type="checkbox"/>		<input checked="" type="checkbox"/>	Kitsap 911, TCOMM 911	<input checked="" type="checkbox"/>	Marion Co, Latah Co	<input type="checkbox"/>		1
Systems Engineering		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		0
Needs Assessment & Gap Analysis;		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	City of Eugene, MERRC, BCES Red Mtn, Cowlitz, MFSA, TCOMM, SNO	<input checked="" type="checkbox"/>	TCOMM, SNO911, GGTD, BPA (MREDI project)	<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Okanogan Co, Lane Co, Eugene, Douglas Co., Cow Creek Tribe, Cowlitz, Wasco Co	1
Network Assessments & Recommendations & Technical Specifications Development;		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	ODOC, BCES Red Mtn, Klickitat Satus Pass, Quinault, Douglas County, TCOMM, SNO	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>		1
Stakeholder Engagement & User Requirements Capture;		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	Cowlitz, City of Eugene, UMRDD ERCS, Douglas County, SNO, TCOMM	<input checked="" type="checkbox"/>	TCOMM, SNO911, GGTD, BPA (MREDI project)	<input type="checkbox"/>		<input checked="" type="checkbox"/>	Wasco Co., Marion Co, LRIG	<input checked="" type="checkbox"/>	Okanogan Co, Lane Co, Eugene, Douglas Co., Cow Creek Tribe, Cowlitz, Wasco Co	1
Strategic Planning of System Upgrades/Replacements & Conceptual Design;		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	Cowlitz, MFSA	<input checked="" type="checkbox"/>	TCOMM, SNO911, GGTD, BPA (MREDI project)	<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Okanogan Co, Lane Co, Eugene, Douglas Co., Cow Creek Tribe, Cowlitz, Wasco Co	1

Area	xx	JF	JF Comments	JR	JR Comments	JS	JS Comments	MK	MK Comments	MN	MN Comments	SH	SH Comments	SR	SR Comments	Level
38		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	City of Eugene - in building	<input type="checkbox"/>		<input checked="" type="checkbox"/>	SNOPUD, Okanogan County, Marion County	<input checked="" type="checkbox"/>	Marion Co, Latah Co.	<input type="checkbox"/>		1
39		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	SNO, TCOMM, Quinault, Klickitat Satus Pass, Cowlitz, MFSA, Valleycom	<input checked="" type="checkbox"/>	TCOMM, SNO911, BPA (MREDI project)	<input type="checkbox"/>		<input checked="" type="checkbox"/>	Marion Co	<input checked="" type="checkbox"/>	Okanogan Co, Lane Co, Eugene, Douglas Co., Cow Creek Tribe, Cowlitz, Wasco Co	1
40		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Douglas County	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Okanogan Co, Lane Co, Eugene, Douglas Co., Cow Creek Tribe, Cowlitz, Wasco Co	1
41		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Cowlitz	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Okanogan Co, Lane Co, Eugene, Douglas Co., Cow Creek Tribe, Cowlitz, Wasco Co	1
42		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Cowlitz	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		1
43		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	MERRC, Chelan, all experience at Day Wireless	<input checked="" type="checkbox"/>	TCOMM, SNO911	<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	MERRC, Grant PUD	1
44		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Latah Co	<input type="checkbox"/>		0
45		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Douglas County, SNO, TCOMM, BCES Red Mtn	<input checked="" type="checkbox"/>	TCOMM, SNO911, BCES Red Mtn, BPA (MREDI project)	<input type="checkbox"/>		<input checked="" type="checkbox"/>	Latah Co	<input checked="" type="checkbox"/>	Okanogan Co., Douglas Co. Golden Gate Bridge	1
46		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	Douglas County, SNO, TCOMM, BCES Red Mtn	<input checked="" type="checkbox"/>	TCOMM, SNO911, BCES Red Mtn, BPA (MREDI project)	<input type="checkbox"/>		<input checked="" type="checkbox"/>	Latah Co	<input checked="" type="checkbox"/>	Okanogan Co., Klickitat, MFSA	1
47		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	UMRDD	<input checked="" type="checkbox"/>		1
48		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Cowlitz	<input checked="" type="checkbox"/>	INCOSE IT, BPA (MREDI project)	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		1
49		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	MFSA, Glendale	1
50		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	MFSA, Fred Hutch	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>		1
51		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		1
52		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	Cowlitz, Valleycom, MFSA	<input checked="" type="checkbox"/>	TCOMM, SNO911, GGTD, BPA (MREDI project)	<input type="checkbox"/>		<input checked="" type="checkbox"/>	Lincoln Co, Marion Co	<input checked="" type="checkbox"/>	Klickitat, MFSA; Motorola: many	1
53		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Marion Co, UMRDD	<input checked="" type="checkbox"/>	Klickitat, MFSA; Motorola: many	1
54		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		0
55		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	Douglas County, SNO, TCOMM, Klickitat	<input checked="" type="checkbox"/>	TCOMM, SNO911, GGTD, BPA (MREDI project)	<input checked="" type="checkbox"/>	Kitsap 911, SNOPUD, Okanogan County	<input checked="" type="checkbox"/>	UMRDD	<input checked="" type="checkbox"/>	Okanogan Co, Lane Co, Eugene, Douglas Co., Cow Creek Tribe, Cowlitz, Wasco Co	1
56		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Designed Wifi and SCADA @ Day Wireless	<input type="checkbox"/>		<input checked="" type="checkbox"/>	5G/4G/LTE, 3GPP	<input type="checkbox"/>		<input type="checkbox"/>		1
57		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	12 years @ Day Wireless: System Design Lead and Design Group Manager	<input checked="" type="checkbox"/>	TCOMM, SNO911	<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Lane County, Grant PUD	1
58		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	All bands in-building except 4.9GHZ; VHF, UHF, 700 and 800 outdoors	<input type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	Marion Co, UMRDD, Latah Co	<input checked="" type="checkbox"/>	Okanogan Co, Lane Co, Eugene, Douglas Co., Cow Creek Tribe, Cowlitz, Wasco Co	1
59		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	TCOMM, SNO	<input checked="" type="checkbox"/>	TCOMM, SNO911	<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Okanogan Co., Memphis TN	1
60		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		0
61		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Every project	<input checked="" type="checkbox"/>	TCOMM, SNO911, GGTD, BPA (MREDI project), INCOSE IT	<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Many projects	1
62		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	MERRC, UMRDD ERCES, Chelan PUD, SNO911, TCOMM, City of Eugene, ODOC, Quinault, Douglas County	<input checked="" type="checkbox"/>	TCOMM, SNO911, GGTD, BPA (MREDI project)	<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Many projects	1
63		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	BCES Red Mtn, Douglas County, SNO, TCOMM	<input checked="" type="checkbox"/>	TCOMM, SNO911, GGTD, BPA (MREDI project)	<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Many projects	1
64		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Cowlitz	<input checked="" type="checkbox"/>	TCOMM, SNO911, GGTD, BPA (MREDI project)	<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Many projects	1
65		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Core Certified	<input checked="" type="checkbox"/>	Core Product, System Administrator, and Project Management certifications	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	Not yet certified	1
66		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	Chelan, BCES Red Mtn, City of Eugene, SNO, TCOMM, MFSA, Cowlitz	<input checked="" type="checkbox"/>	TCOMM, SNO911, GGTD, BPA (MREDI project)	<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Many projects	1
67		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		0
68		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	TCOMM, SNO911	<input checked="" type="checkbox"/>	PSERN/Motorola, Kitsap 911, SNO911, TCOMM 911	<input type="checkbox"/>		<input checked="" type="checkbox"/>	Motorola	1
69		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	SNO911, ODOC, SNOPUD	<input type="checkbox"/>		<input type="checkbox"/>		1
70		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	PSERN/Motorola, SNO911, TCOMM 911, Okanogan County	<input checked="" type="checkbox"/>	UMRDD	<input type="checkbox"/>		1
71		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	PSERN, SNO911, ODOC	<input type="checkbox"/>		<input checked="" type="checkbox"/>	Motorola	1
72		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		0
73		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Many projects	1
74		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	BPA (MREDI project)	<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Many projects	1
75		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Many projects	1
76		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	UCEM	<input checked="" type="checkbox"/>	Many projects	1
77		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	BPA (MREDI project)	<input type="checkbox"/>		<input checked="" type="checkbox"/>	UCEM	<input checked="" type="checkbox"/>	Many projects	1
78		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Many projects	1
79		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		0
80		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	UMRDD	<input type="checkbox"/>		1
81		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	TCOMM	<input type="checkbox"/>		<input checked="" type="checkbox"/>	Marion Co, UMRDD	<input checked="" type="checkbox"/>	Many projects	1
82		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Thurston Co, UMRDD	<input type="checkbox"/>		1
83		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Thurston Co, UMRDD	<input checked="" type="checkbox"/>	Many projects	1
84		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Thurston Co, UMRDD	<input checked="" type="checkbox"/>	Many projects	1
85		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	TCOMM	<input type="checkbox"/>		<input checked="" type="checkbox"/>	Thurston Co, UMRDD	<input checked="" type="checkbox"/>	Many projects	1
86		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	TCOMM	<input type="checkbox"/>		<input checked="" type="checkbox"/>	Thurston Co, UMRDD	<input checked="" type="checkbox"/>	Many projects	1
87		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		0
88		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>		1
89		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Designed Sharp/SHNS networks for Lumen Technologies (then US WEST)	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		1
90		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Nike and Intel for Day Wireless	<input checked="" type="checkbox"/>	TCOMM, SNO911, GGTD, BPA (MREDI project)	<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>		1
91		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Chelan PUD	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		1
92		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	SNO, TCOMM, BCES Red Mtn	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>		1
93		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Douglas County	<input checked="" type="checkbox"/>	TCOMM, SNO911, BPA (MREDI project)	<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>		1

Area	xx	JF	JF Comments	JR	JR Comments	JS	JS Comments	MK	MK Comments	MN	MN Comments	SH	SH Comments	SR	SR Comments	Level
94		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		1
95		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	All projects	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>		1
96		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	defined interface requirements and provided high level plan; not detailed design	1
97		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Cowlitz	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>		1
98		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	WILDCOM	1
99		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	WILDCOM	1
100		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		1
101		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		1
102		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	in-building	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		1
103		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		1
104		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	UMRDD	<input checked="" type="checkbox"/>		1
105		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	UMRDD	<input checked="" type="checkbox"/>		1
106		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	LRIG, City of Eugene, Douglas County	<input checked="" type="checkbox"/>	TCOMM, GGTD	<input type="checkbox"/>		<input checked="" type="checkbox"/>	UMRDD, Wasco Co	<input checked="" type="checkbox"/>		1
107		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	City of Eugene, LRIG Douglas County	<input checked="" type="checkbox"/>	TCOMM, GGTD	<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>		1
108		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	This was a core responsibility for Design Group Manager while at Day Wireless	<input type="checkbox"/>		<input checked="" type="checkbox"/>	Conferences (IWCE, APCO, UTC), vendor training	<input checked="" type="checkbox"/>	IWCE, UMRDD	<input checked="" type="checkbox"/>		1
109		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	TCOMM	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>		1
110		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	This was a core responsibility for Operations Managers at Siemens	<input checked="" type="checkbox"/>	TCOMM, SNO911, GGTD, BPA (MREDI project)	<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	Many projects	1
111																

City of San Diego
CONTRACTOR STANDARDS
Pledge of Compliance

The City of San Diego has adopted a Contractor Standards Ordinance (CSO) codified in section 22.3004 of the San Diego Municipal Code (SDMC). The City of San Diego uses the criteria set forth in the CSO to determine whether a contractor (bidder or proposer) has the capacity to fully perform the contract requirements and the business integrity to justify the award of public funds. This completed Pledge of Compliance signed under penalty of perjury must be submitted with each bid and proposal. If an informal solicitation process is used, the bidder must submit this completed Pledge of Compliance to the City prior to execution of the contract. All responses must be typewritten or printed in ink. If an explanation is requested or additional space is required, Contractors must provide responses on Attachment A to the Pledge of Compliance and sign each page. Failure to submit a signed and completed Pledge of Compliance may render a bid or proposal non-responsive. In the case of an informal solicitation or cooperative procurement, the contract will not be awarded unless a signed and completed Pledge of Compliance is submitted. A submitted Pledge of Compliance is a public record and information contained within will be available for public review except to the extent that such information is exempt from disclosure pursuant to applicable law.

By signing and submitting this form, the contractor is certifying, to the best of their knowledge, that the contractor and any of its Principals have not within a five (5) year period – preceding this offer, been convicted of or had a civil judgement rendered against them for commission of a fraud or a criminal offense in connection with obtaining, attempting to obtain or performing a public (Federal, State or local) contract or subcontract.

“Principal” means an officer, director, owner, partner or a person having primary management or supervisory responsibilities within the firm. The Contractor shall provide immediate written notice to the Procurement Contracting Officer handling the solicitation, at any time prior to award should they learn that this Representations and Certifications was inaccurate or incomplete.

This form contains 10 pages, additional information may be submitted as part of *Attachment A*.

A. BID/PROPOSAL/SOLICITATION TITLE:

Request for Proposal (RFP) for Public Safety Communication Consulting Services

B. BIDDER/PROPOSER INFORMATION:

ADCOMM Engineering LLC

Legal Name		DBA	
18809 Autumn Way	Sandy	OR	97055
Street Address	City	State	Zip
Susan E. Ronning, P.E., PMP, ASEP, Owner	(971) 718-7574		
Contact Person, Title	Phone	Fax	

Provide the name, identity, and precise nature of the interest* of all persons who are directly or indirectly involved** in this proposed transaction (SDMC § 21.0103). Use additional pages if necessary.

* The precise nature of the interest includes:

- the percentage ownership interest in a party to the transaction,
- the percentage ownership interest in any firm, corporation, or partnership that will receive funds from the transaction,
- the value of any financial interest in the transaction,
- any contingent interest in the transaction and the value of such interest should the contingency be satisfied, and
- any philanthropic, scientific, artistic, or property interest in the transaction.

** Directly or indirectly involved means pursuing the transaction by:

- communicating or negotiating with City officers or employees,
- submitting or preparing applications, bids, proposals or other documents for purposes of contracting with the City, or
- directing or supervising the actions of persons engaged in the above activity.

Susan E. Ronning, P.E., PMP, ASEP

Owner & Principal Engineer

Name	Title/Position
Sandy, OR	n/a
City and State of Residence	Employer (if different than Bidder/Proposer)
Owner of firm who is responsible for all contract negotiations and the supervision of all employees	
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

C. OWNERSHIP AND NAME CHANGES:

1. In the past five (5) years, has your firm changed its name?
 Yes **No**

If **Yes**, use Attachment A to list all prior legal and DBA names, addresses, and dates each firm name was used. Explain the specific reasons for each name change.

2. Is your firm a non-profit?
 Yes **No**

If **Yes**, attach proof of status to this submission.

3. In the past five (5) years, has a firm owner, partner, or officer operated a similar business?
 Yes **No**

If **Yes**, use Attachment A to list names and addresses of all businesses and the person who operated the business. Include information about a similar business only if an owner, partner, or officer of your firm holds or has held a similar position in another firm.

D. BUSINESS ORGANIZATION/STRUCTURE:

Indicate the organizational structure of your firm. Fill in only one section on this page. Use Attachment A if more space is required.

Corporation Date incorporated: _____ State of incorporation: _____

List corporation's current officers: President: _____
Vice Pres: _____
Secretary: _____
Treasurer: _____

Type of corporation: C Subchapter S

Is the corporation authorized to do business in California: **Yes** **No**

If **Yes**, after what date: _____

Is your firm a publicly traded corporation? Yes No

If Yes, how and where is the stock traded? _____

If Yes, list the name, title and address of those who own ten percent (10 %) or more of the corporation's stocks:

Do the President, Vice President, Secretary and/or Treasurer of your corporation have a third party interest or other financial interests in a business/enterprise that performs similar work, services or provides similar goods? Yes No

If Yes, please use Attachment A to disclose.

Please list the following: Authorized Issued Outstanding

- a. Number of voting shares: _____
- b. Number of nonvoting shares: _____
- c. Number of shareholders: _____
- d. Value per share of common stock:

Par	\$	_____
Book	\$	_____
Market	\$	_____

Limited Liability Company Date formed: 09/17/2015 State of formation: Oregon

List the name, title and address of members who own ten percent (10%) or more of the company:

Susan E. Ronning, P.E., PMP, ASEP, Owner & Principal Engineer, 18809 Autumn Way, Sandy, OR 97055

Partnership Date formed: _____ State of formation: _____

List names of all firm partners:

Sole Proprietorship Date started: _____

List all firms you have been an owner, partner or officer with during the past five (5) years. Do not include ownership of stock in a publicly traded company:

Joint Venture Date formed: _____

List each firm in the joint venture and its percentage of ownership:

Note: To be responsive, each member of a Joint Venture or Partnership must complete a separate *Contractor Standards form*.

E. FINANCIAL RESOURCES AND RESPONSIBILITY:

1. Is your firm preparing to be sold, in the process of being sold, or in negotiations to be sold?

- Yes** **No**

If **Yes**, use Attachment A to explain the circumstances, including the buyer's name and principal contact information.

2. In the past five (5) years, has your firm been denied bonding?

- Yes** **No**

If **Yes**, use Attachment A to explain specific circumstances; include bonding company name.

3. In the past five (5) years, has a bonding company made any payments to satisfy claims made against a bond issued on your firm's behalf or a firm where you were the principal?

- Yes** **No**

If **Yes**, use Attachment A to explain specific circumstances.

4. In the past five (5) years, has any insurance carrier, for any form of insurance, refused to renew the insurance policy for your firm?

- Yes** **No**

If **Yes**, use Attachment A to explain specific circumstances.

5. Within the last five years, has your firm filed a voluntary petition in bankruptcy, been adjudicated bankrupt, or made a general assignment for the benefit of creditors?

- Yes** **No**

If **Yes**, use Attachment A to explain specific circumstances.

6. Are there any claims, liens or judgements that are outstanding against your firm?

- Yes** **No**

If **Yes**, please use Attachment A to provide detailed information on the action.

7. Please provide the name of your principal financial institution for financial reference. By submitting a response to this Solicitation Contractor authorizes a release of credit information for verification of financial responsibility.

Name of Bank: JP Morgan Chase Bank N.A.

Point of Contact: Andy Roberts, Business Banking Relationship Manager

Address: 1205 Broadway St, Vancouver, WA 98660

Phone Number: (360) 213-6284

8. By submitting a response to a City solicitation, Contractor certifies that he or she has sufficient operating capital and/or financial reserves to properly fund the requirements identified in the solicitation. At City's request, Contractor will promptly provide to City

a copy of Contractor's most recent balance sheet and/or other necessary financial statements to substantiate financial ability to perform.

9. In order to do business in the City of San Diego, a current Business Tax Certificate is required. Business Tax Certificates are issued by the City Treasurer's Office. If you do not have one at the time of submission, one must be obtained prior to award.

Business Tax Certificate No.: Will be obtained prior to award Year Issued: _____

F. PERFORMANCE HISTORY:

1. In the past five (5) years, has your firm been found civilly liable, either in a court of law or pursuant to the terms of a settlement agreement, for defaulting or breaching a contract with a government agency?

Yes No

If **Yes**, use Attachment A to explain specific circumstances.

2. In the past five (5) years, has a public entity terminated your firm's contract for cause prior to contract completion?

Yes No

If **Yes**, use Attachment A to explain specific circumstances and provide principal contact information.

3. In the past five (5) years, has your firm entered into any settlement agreement for any lawsuit that alleged contract default, breach of contract, or fraud with or against a public entity?

Yes No

If **Yes**, use Attachment A to explain specific circumstances.

4. Is your firm currently involved in any lawsuit with a government agency in which it is alleged that your firm has defaulted on a contract, breached a contract, or committed fraud?

Yes No

If **Yes**, use Attachment A to explain specific circumstances.

5. In the past five (5) years, has your firm, or any firm with which any of your firm's owners, partners, or officers is or was associated, been debarred, disqualified, removed, or otherwise prevented from bidding on or completing any government or public agency contract for any reason?

Yes No

If **Yes**, use *Attachment A* to explain specific circumstances.

6. In the past five (5) years, has your firm received a notice to cure or a notice of default on a contract with any public agency?

Yes No

If **Yes**, use Attachment A to explain specific circumstances and how the matter resolved.

7. Performance References:

Please provide a minimum of three (3) references familiar with work performed by your firm which was of a similar size and nature to the subject solicitation within the last five (5) years.

Please note that any references required as part of your bid/proposal submittal are in addition to those references required as part of this form.

Company Name: Snohomish County 911

Contact Name and Phone Number: Howard Tucker, 360-722-0522
Contact Email: htucker@sno911.org
Address: 332 SW Everett Mall Wy, Everett, WA 98204-2782
Contract Date: March 2, 2020
Contract Amount: \$ 470,000.00
Requirements of Contract: Owner's Engineer - Radio System Upgrade & Radio Site Updates

Company Name: Thurston 911 Communications
Contact Name and Phone Number: Wendy Hill, 360-704-2740
Contact Email: w.hill@tcomm.org
Address: 2703 Pacific Ave SE, Ste A, Olympia, WA 98501
Contract Date: January 2, 2020
Contract Amount: \$ 1,080,000.00

Requirements of Contract: Owner's Engineer - Radio System Upgrade & Radio Site Updates
Company Name: Golden Gate Bridge, Highway & Transportation Dist
Contact Name and Phone Number: Malini Brown, 415-923-2366
Contact Email: mabrown@goldengate.org
Address: Box 29000, Presidio Station, San Francisco, CA 94129
Contract Date: October 28, 2024
Contract Amount: \$ 112,570.00
Requirements of Contract: Radio System Assessment & Recommendations

G. COMPLIANCE:

1. In the past five (5) years, has your firm or any firm owner, partner, officer, executive, or manager been criminally penalized or found civilly liable, either in a court of law or pursuant to the terms of a settlement agreement, for violating any federal, state, or local law in performance of a contract, including but not limited to, laws regarding health and safety, labor and employment, permitting, and licensing laws?

Yes No

If **Yes**, use Attachment A to explain specific circumstances surrounding each instance. Include the name of the entity involved, the specific infraction(s) or violation(s), dates of instances, and outcome with current status.

2. In the past five (5) years, has your firm been determined to be non-responsible by a public entity?

Yes No

If **Yes**, use Attachment A to explain specific circumstances of each instance. Include the name of the entity involved, the specific infraction, dates, and outcome.

H. BUSINESS INTEGRITY:

1. In the past five (5) years, has your firm been convicted of or found liable in a civil suit for making a false claim or material misrepresentation to a private or public entity?

Yes No

If **Yes**, use Attachment A to explain specific circumstances of each instance. Include the entity involved, specific violation(s), dates, outcome and current status.

2. In the past five (5) years, has your firm or any of its executives, management personnel, or owners been convicted of a crime, including misdemeanors, or been found liable in a civil suit involving the bidding, awarding, or performance of a government contract?

Yes No

If **Yes**, use Attachment A to explain specific circumstances of each instance; include the entity involved, specific infraction(s), dates, outcome and current status.

3. In the past five (5) years, has your firm or any of its executives, management personnel, or owners been convicted of a federal, state, or local crime of fraud, theft, or any other act of dishonesty?

Yes No

If **Yes**, use Attachment A to explain specific circumstances of each instance; include the entity involved, specific infraction(s), dates, outcome and current status.

4. Do any of the Principals of your firm have relatives that are either currently employed by the City or were employed by the City in the past five (5) years?

Yes No

If **Yes**, please disclose the names of those relatives in Attachment A.

I. BUSINESS REPRESENTATION:

1. Are you a local business with a physical address within the County of San Diego?

Yes No

2. Are you a certified Small and Local Business Enterprise certified by the City of San Diego?

Yes No

Certification # _____

3. Are you certified as any of the following:

- a. Disabled Veteran Business Enterprise Certification # VBE #11661 (Oregon)
- b. Woman or Minority Owned Business Enterprise Certification # MBE, WBE #11661 (Oregon)
- c. Disadvantaged Business Enterprise Certification # DBE #11661 (Oregon), DBE #52754 (CALTRANS)

J. WAGE COMPLIANCE:

In the past five (5) years, has your firm been required to pay back wages or penalties for failure to comply with the federal, state or local **prevailing, minimum, or living wage laws**? Yes No If **Yes**, use Attachment A to explain the specific circumstances of each instance. Include the entity involved, the specific infraction(s), dates, outcome, and current status.

By signing this Pledge of Compliance, your firm is certifying to the City that you will comply with the requirements of the Equal Pay Ordinance set forth in SDMC sections 22.4801 through 22.4809.

K. STATEMENT OF SUBCONTRACTORS & SUPPLIERS:

Please provide the names and information for all subcontractors and suppliers used in the performance of the proposed contract, and what portion of work will be assigned to each subcontractor. Subcontractors may not be substituted without the written consent of the City. Use Attachment A if additional pages are necessary. If no subcontractors or suppliers will be used, please write "Not Applicable."

Company Name: n/a

Address: _____

Contact Name: _____ Phone: _____ Email: _____

Contractor License No.: _____ DIR Registration No.: _____

Sub-Contract Dollar Amount: \$ _____ (per year) \$ _____ (total contract term)

Scope of work subcontractor will perform: _____

Identify whether company is a subcontractor or supplier: _____

Certification type (check all that apply): DBE DVBE ELBE MBE SLBE WBE Not Certified

Contractor must provide valid proof of certification with the response to the bid or proposal to receive participation credit.

Company Name: n/a

Address: _____

Contact Name: _____ Phone: _____ Email: _____

Contractor License No.: _____ DIR Registration No.: _____

Sub-Contract Dollar Amount: \$ _____ (per year) \$ _____ (total contract term)

Scope of work subcontractor will perform: _____

Identify whether company is a subcontractor or supplier: _____

Certification type (check all that apply): DBE DVBE ELBE MBE SLBE WBE Not Certified

Contractor must provide valid proof of certification with the response to the bid or proposal to receive participation credit.

L. STATEMENT OF AVAILABLE EQUIPMENT:

A full inventoried list of all necessary equipment to complete the work specified may be a requirement of the bid/proposal submission.

By signing and submitting this form, the Contractor certifies that all required equipment included in this bid or proposal will be made available one week (7 days) before work shall commence. In instances where the required equipment is not owned by the Contractor, Contractor shall explain how the equipment will be made available before the commencement of work. The City of San

Diego reserves the right to reject any response, in its opinion, if the Contractor has not demonstrated he or she will be properly equipped to perform the work in an efficient, effective matter for the duration of the contract period.

M. TYPE OF SUBMISSION: This document is submitted as:

- Initial submission of *Contractor Standards Pledge of Compliance*
- Initial submission of *Contractor Standards Pledge of Compliance* as part of a Cooperative agreement
- Initial submission of *Contractor Standards Pledge of Compliance* as part of a Sole Source agreement
- Update of prior *Contractor Standards Pledge of Compliance* dated _____.

Complete all questions and sign below.

Under penalty of perjury under the laws of the State of California, I certify that I have read and understand the questions contained in this Pledge of Compliance, that I am responsible for completeness and accuracy of the responses contained herein, and that all information provided is true, full and complete to the best of my knowledge and belief. I agree to provide written notice to the Purchasing Agent within five (5) business days if, at any time, I learn that any portion of this Pledge of Compliance is inaccurate. Failure to timely provide the Purchasing Agent with written notice is grounds for Contract termination.

I, on behalf of the firm, further certify that I and my firm will comply with the following provisions of SDMC section 22.3004:

(a) I and my firm will comply with all applicable local, State and Federal laws, including health and safety, labor and employment, and licensing laws that affect the employees, worksite or performance of the contract.

(b) I and my firm will notify the Purchasing Agent in writing within fifteen (15) calendar days of receiving notice that a government agency has begun an investigation of me or my firm that may result in a finding that I or my firm is or was not in compliance with laws stated in paragraph (a).

(c) I and my firm will notify the Purchasing Agent in writing within fifteen (15) calendar days of a finding by a government agency or court of competent jurisdiction of a violation by the Contractor of laws stated in paragraph (a).

(d) I and my firm will notify the Purchasing Agent in writing within fifteen (15) calendar days of becoming aware of an investigation or finding by a government agency or court of competent jurisdiction of a violation by a subcontractor of laws stated in paragraph (a).

(e) I and my firm will cooperate fully with the City during any investigation and to respond to a request for information within ten (10) working days.

Failure to sign and submit this form with the bid/proposal shall make the bid/proposal non-responsive. In the case of an informal solicitation, the contract will not be awarded unless a signed and completed *Pledge of Compliance* is submitted.

Susan E. Ronning, Owner	Susan E. Ronning, P.E., PMP	Digitally signed by Susan E. Ronning, P.E., PMP Date: 2025.07.30 19:45:57 -07'00'	July 30, 2025
Name and Title	Signature		Date

**City of San Diego
CONTRACTOR STANDARDS
Attachment "A"**

Provide additional information in space below. Use additional Attachment "A" pages as needed. Each page must be signed. Print in ink or type responses and indicate question being answered.

I have read the matters and statements made in this Contractor Standards Pledge of Compliance and attachments thereto and I know the same to be true of my own knowledge, except as to those matters stated upon information or belief and as to such matters, I believe the same to be true. I certify under penalty of perjury that the foregoing is true and correct.

Susan E. Ronning, Owner

Print Name, Title

Susan E. Ronning,
P.E., PMP

Signature

Digitally signed by Susan E.
Ronning, P.E., PMP
Date: 2025.07.30 19:46:30 -07'00'

July 30, 2025

Date

EQUAL OPPORTUNITY CONTRACTING PROGRAM (EOCP)
GOODS AND SERVICES CONTRACTOR REQUIREMENTS

I. City's Equal Opportunity Contracting Commitment.

The City of San Diego (City) promotes equal employment and subcontracting opportunities. The City is committed to ensuring that taxpayer dollars spent on public contracts are not paid to businesses that practice discrimination in employment or subcontracting. The City encourages all companies seeking to do business with the City to share this commitment. Contractors are encouraged to take positive steps to diversify and expand their subcontractor and supplier solicitation base and to offer opportunities to all eligible business firms.

Contractors must submit the required EOCP documentation indicated below with their proposals. Contractors who fail to provide the required EOCP documentation are considered non-responsive.

II. Definitions.

Commercially Useful Function: a Small Local Business Enterprise or Emerging Local Business Enterprise (SLBE/ELBE) performs a commercially useful function when it is responsible for execution of the work and is carrying out its responsibilities by actually performing, managing, and supervising the work involved. To perform a commercially useful function, the SLBE/ELBE shall also be responsible, with respect to materials and supplies used on the contract, for negotiating price, determining quantity and quality, ordering the material, and installing (where applicable) and paying for the material itself.

To determine whether an SLBE/ELBE is performing a commercially useful function, an evaluation will be performed of the amount of work subcontracted, normal industry practices, whether the amount the SLBE/ELBE firm is to be paid under the contract is commensurate with the work it is actually performing and the SLBE/ELBE credit claimed for its performance of the work, and other relevant factors. Specifically, an SLBE/ELBE does not perform a commercially useful function if its role is limited to that of an extra participant in a transaction, contract, or project through which funds are passed in order to obtain the appearance of meaningful and useful SLBE/ELBE participation, when in similar transactions in which SLBE/ELBE firms do not participate, there is no such role performed.

Disadvantaged Business Enterprise (DBE): a certified business that is (1) at least fifty-one (51%) owned by socially and economically Disadvantaged Individuals, or, in the case of a publicly owned business at least fifty-one percent (51%) of the stock is owned by one or more socially and economically Disadvantaged Individuals; and (2) whose daily business operations are managed and directed by one or more socially and economically disadvantaged owners. Disadvantaged Individuals include Black Americans, Hispanic Americans, Asian Americans, and other minorities, or individual found to be disadvantaged by the Small Business Administration pursuant to Section 8 of the Small Business Reauthorization Act.

Disabled Veteran Business Enterprise (DVBE): a certified business that is (1) at least fifty-one percent (51%) owned by one or more Disabled Veterans; and (2) business operations must be managed and controlled by one or more Disabled Veterans. A Disabled Veteran is a veteran of the U.S. military, naval, or air service who resides in California and has a service-connected disability of at least 10% or more. The firm shall be certified by the State of California's Department of General Services, Office of Small and Minority Business.

Emerging Business Enterprise (EBE): a business whose gross annual receipts do not exceed the amount set by the City Manager, and which meets all other criteria set forth in the regulations implementing the City's Small and Local Business Preference Program. The City Manager shall review the threshold amount for EBEs on an annual basis, and adjust as necessary to reflect changes in the marketplace.

Emerging Local Business Enterprise (ELBE): a Local Business Enterprise that is also an Emerging Business Enterprise.

Local Business Enterprise (LBE): a business that has both a principal place of business and a significant employment presence in the County of San Diego, and that has been in operation for twelve (12) consecutive months.

Minority Business Enterprise (MBE): a certified business that is (1) at least fifty-one percent (51%) owned by one or more minority individuals, or, in the case of a publicly owned business at least fifty-one percent (51%) of the stock is owned by one or more minority individuals; and (2) whose daily business operations are managed and directed by one or more minorities owners. Minorities include the groups with the following ethnic origins: African, Asian Pacific, Asian Subcontinent, Hispanic, Native Alaskan, Native American, and Native Hawaiian.

Other Business Enterprise (OBE): any business which does not otherwise qualify as Minority, Woman, Disadvantaged, or Disabled Veteran Business Enterprise.

Principal Place of Business: a location wherein a business maintains a physical office and through which it obtains no less than fifty percent (50%) of gross annual receipts.

Significant Employee Presence: no less than twenty-five percent (25%) of a business's total number of employees.

Small Business Enterprise (SBE): a business whose gross annual receipts do not exceed the amount set by the City Manager, and that meets all other criteria set forth in regulations implementing the City's Small and Local Business Preference Program. The City Manager shall review the threshold amount for SBEs on an annual basis, and adjust as necessary to reflect changes in the marketplace. A business certified as a DVBE by the State of California, and that has provided proof of such certification to the City manager, shall be deemed to be an SBE.

Small Local Business Enterprise (SLBE): a Local Business Enterprise that is also a Small Business Enterprise.

Women Business Enterprise (WBE): a certified business that is (1) at least fifty-one percent (51 %) owned by a woman or women, or, in the case of a publicly owned business at least fifty-one percent (51%) of the stock is owned by one or more women; and (2) whose daily business operations are managed and directed by one or more women owners.

III. Disclosure of Discrimination Complaints.

As part of its proposal, Contractor shall provide to the City a list of all instances within the past ten (10) years where a complaint was filed or pending against Contractor in a legal or administrative proceeding alleging that Contractor discriminated against its employees, subcontractors, vendors, or suppliers, and a description of the status or resolution of that complaint, including any remedial action taken. (Attachment AA).

IV. Work Force Report and Equal Opportunity Outreach Plan.

- A. Work Force Report. Contractors shall submit with their proposal a Work Force Report (WFR) for approval by the City. (Attachment BB). If the City determines that there are under representations when compared to County Labor Force Availability data, then the Contractor will also be required to submit an Equal Employment Opportunity Plan (EEOP) to the City for approval. Questions regarding the WFR should be directed to the Equal Opportunity Contracting Department.
- B. Duty to Comply with Equal Opportunity Outreach Plan. A Contractor for whom an EEOP has been approved by the City shall use best efforts to comply with that EEOP.

V. Small and Local Business Program Requirements.

The City has adopted a Small and Local Business Enterprise program for goods, services, and consultant contracts. The SLBE requirements are set forth in Council Policy 100-10. For contracts in which the Purchasing Agent is required to advertise for sealed proposals in the City's official newspaper or consultant contracts valued over \$50,000, the City shall:

- A. Apply a maximum of an additional 12% of the total possible evaluation points to the Contractor's final score for SLBE or ELBE participation. Additional points will be awarded as follows:
 - a. If the Contractor achieves 20% participation, apply 5% of the total possible evaluation points to the Contractor's score; or
 - b. If the Contractor achieves 25% participation, apply 10% of the total possible evaluation points to the Contractor's score; or
 - c. If the prime contractor is a SLBE or an ELBE, apply 12% of the total possible evaluation points to the Contractor's score.

VI. Maintaining Participation Levels.

- A. Additional points are based on the Contractor's level of participation proposed prior to the award of the goods, services, or consultant contract. Contractors are required to achieve and maintain the SLBE or ELBE participation levels throughout the duration of the goods, services, or consultant contract.
- B. If the City modifies the original specifications, the Contractor shall make reasonable efforts to maintain the SLBE or ELBE participation for which the additional points were awarded. The City must approve in writing a reduction in SLBE or ELBE participation levels.
- C. Contractor shall notify and obtain written approval from the City in advance of any reduction in subcontract scope, termination, or substitution for a designated SLBE or ELBE subcontractor.
- D. Contractor's failure to maintain SLBE or ELBE participation levels as specified in the goods, services, or consultant contract shall constitute a default and grounds for debarment under Chapter 2, Article 2, Division 8, of the San Diego Municipal Code.
- E. The remedies available to the City under Council Policy 100-10 are cumulative to all other rights and remedies available to the City.

VII. Certifications.

The City accepts certifications of MBE, WBE, DBE, or DVBE from the following certifying agencies:

- A. Current certification by the State of California Department of Transportation (CALTRANS) as DBE.
- B. Current MBE or WBE certification from the California Public Utilities Commission.
- C. DVBE certification is received from the State of California's Department of General Services, Office of Small and Minority Business.
- D. Current certification by the City of Los Angeles as DBE, WBE, or MBE.

Subcontractors' valid proof of certification status e.g., copy of MBE, WBE, DBE, or DVBE certification must be submitted with the proposal or contract documents. MBE, WBE, DBE, or DVBE certifications are listed for informational purposes only.

VIII. List of Attachments.

- AA. Contractors Certification of Pending Actions
- BB. Work Force Report

AA. CONTRACTORS CERTIFICATION OF PENDING ACTIONS

As part of this Contract, the Contractor must provide to the City a list of all instances within the past 10 years where a complaint was filed or pending against the Contractor in a legal or administrative proceeding alleging that Contractor discriminated against its employees, subcontractors, vendors or suppliers, and a description of the status or resolution of that complaint, including any remedial action taken.

CHECK ONE BOX ONLY.

- The undersigned certifies that within the past 10 years the Contractor has NOT been the subject of a complaint or pending action in a legal administrative proceeding alleging that Contractor discriminated against its employees, subcontractors, vendors or suppliers.
- The undersigned certifies that within the past 10 years the Contractor has been the subject of a complaint or pending action in a legal administrative proceeding alleging that Contractor discriminated against its employees, subcontractors, vendors or suppliers. A description of the status or resolution of that complaint, including any remedial action taken and the applicable dates is as follows:

DATE OF CLAIM	LOCATION	DESCRIPTION OF CLAIM	LITIGATION (Y/N)	STATUS	RESOLUTION/ REMEDIAL ACTION TAKEN

Contractor Name: ADCOMM Engineering LLC

Certified By Susan E. Ronning, P.E., PMP, ASEP

Title Owner & Principal Engineer

Name

 Signature

Date 07/02/2025

EQUAL OPPORTUNITY CONTRACTING (EOC)

1200 Third Avenue, Suite 200 • San Diego, CA 92101
Phone: (619) 236-6000 • Fax: (619) 236-5904

BB. WORK FORCE REPORT

The objective of the *Equal Employment Opportunity Outreach Program*, San Diego Municipal Code Sections 22.3501 through 22.3517, is to ensure that contractors doing business with the City, or receiving funds from the City, do not engage in unlawful discriminatory employment practices prohibited by State and Federal law. Such employment practices include, but are not limited to unlawful discrimination in the following: employment, promotion or upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rate of pay or other forms of compensation, and selection for training, including apprenticeship. Contractors are required to provide a completed *Work Force Report (WFR)*.

**NO OTHER FORMS WILL BE ACCEPTED
CONTRACTOR IDENTIFICATION**

Type of Contractor: Construction Vendor/Supplier Financial Institution Lessee/Lessor
 Consultant Grant Recipient Insurance Company Other

Name of Company: ADCOMM Engineering LLC

ADA/DBA: n/a

Address (Corporate Headquarters, where applicable): 18809 Autumn Way

City: Sandy County: Clackamas State: OR Zip: 97055

Telephone Number: 425-487-1361 Fax Number: n/a

Name of Company CEO: Susan E. Ronning, P.E., PMP, ASEP

Address(es), phone and fax number(s) of company facilities located in San Diego County (if different from above):

Address: _____

City: _____ County: _____ State: _____ Zip: _____

Telephone Number: _____ Fax Number: _____ Email: _____

Type of Business: Critical Communications Consulting Engineering Type of License: _____

The Company has appointed: Susan E. Ronning

As its Equal Employment Opportunity Officer (EEOO). The EEOO has been given authority to establish, disseminate and enforce equal employment and affirmative action policies of this company. The EEOO may be contacted at:

Address: 18809 Autumn Way, Sandy, OR 97055

Telephone Number: 971-718-7574 Fax Number: n/a Email: admin@adcomm911.com

- One San Diego County (or Most Local County) Work Force - Mandatory
- Branch Work Force *
- Managing Office Work Force

Check the box above that applies to this WFR.

**Submit a separate Work Force Report for all participating branches. Combine WFRs if more than one branch per county.*

I, the undersigned representative of ADCOMM Engineering LLC

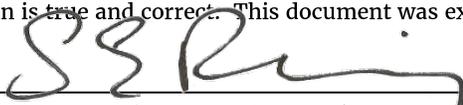
(Firm Name)

Clackamas, Oregon hereby certify that information provided

(County)

(State)

herein is true and correct. This document was executed on this 2nd day of July, 2025



(Authorized Signature)

Susan E. Ronning, P.E., PMP, ASEP

(Print Authorized Signature Name)

WORK FORCE REPORT – Page 2

NAME OF FIRM: ADCOMM Engineering LLC DATE: 07/02/2025

OFFICE(S) or BRANCH(ES): Sandy, OR COUNTY: Clackamas

INSTRUCTIONS: For each occupational category, indicate number of males and females in every ethnic group. Total columns in row provided. Sum of all totals should be equal to your total work force. Include all those employed by your company on either a full or part-time basis. The following groups are to be included in ethnic categories listed in columns below:

- (1) Black or African-American
- (2) Hispanic or Latino
- (3) Asian
- (4) American Indian or Alaska Native
- (5) Native Hawaiian or Pacific Islander
- (6) White
- (7) Other race/ethnicity; not falling into other groups

Definitions of the race and ethnicity categories can be found on Page 4

ADMINISTRATION OCCUPATIONAL CATEGORY	(1) Black or African American		(2) Hispanic or Latino		(3) Asian		(4) American Indian/ Nat. Alaskan		(5) Pacific Islander		(6) White		(7) Other Race/ Ethnicity	
	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)
Management & Financial						1								
Professional														
A&E, Science, Computer			1								3	2		
Technical														
Sales														
Administrative Support						1						2		
Services														
Crafts														
Operative Workers														
Transportation														
Laborers*														

*Construction laborers and other field employees are not to be included on this page

Totals Each Column			1			2					3	4		
--------------------	--	--	---	--	--	---	--	--	--	--	---	---	--	--

Grand Total All Employees 10

Indicate by Gender and Ethnicity the Number of Above Employees Who Are Disabled:

Disabled														
----------	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Non-Profit Organizations Only:

Board of Directors														
Volunteers														
Artists														

WORK FORCE REPORT – Page 3

NAME OF FIRM: ADCOMM Engineering LLC

DATE: 7/30/2025

OFFICE(S) or BRANCH(ES): Sandy, OR

COUNTY: Clackamas

INSTRUCTIONS: For each occupational category, indicate number of males and females in every ethnic group. Total columns in row provided. Sum of all totals should be equal to your total work force. Include all those employed by your company on either a full or part-time basis. The following groups are to be included in ethnic categories listed in columns below:

- (1) Black or African-American
- (2) Hispanic or Latino
- (3) Asian
- (4) American Indian or Alaska Native
- (5) Native Hawaiian or Pacific Islander
- (6) White
- (7) Other race/ethnicity; not falling into other groups

Definitions of the race and ethnicity categories can be found on Page 4

TRADE OCCUPATIONAL CATEGORY	(1) Black or African American		(2) Hispanic or Latino		(3) Asian		(4) American Indian/ Nat. Alaskan		(5) Pacific Islander		(6) White		(7) Other Race/ Ethnicity	
	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)
Brick, Block or Stone Masons														
Carpenters														
Carpet, Floor & Tile Installers Finishers														
Cement Masons, Concrete Finishers														
Construction Laborers														
Drywall Installers, Ceiling Tile Inst														
Electricians														
Elevator Installers														
First-Line Supervisors/Managers														
Glaziers														
Helpers; Construction Trade														
Millwrights														
Misc. Const. Equipment Operators														
Painters, Const. & Maintenance														
Pipelayers, Plumbers, Pipe & Steam Fitters														
Plasterers & Stucco Masons														
Roofers														
Security Guards & Surveillance Officers														
Sheet Metal Workers														
Structural Metal Fabricators & Fitters														
Welding, Soldering & Brazing Workers														
Workers, Extractive Crafts, Miners														

Totals Each Column														
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Grand Total All Employees n/a

Indicate By Gender and Ethnicity the Number of Above Employees Who Are Disabled:

Disabled														
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Work Force Report

HISTORY

The Work Force Report (WFR) is the document that allows the City of San Diego to analyze the work forces of all firms wishing to do business with the City. We are able to compare the firm's work force data to County Labor Force Availability (CLFA) data derived from the United States Census. CLFA data is a compilation of lists of occupations and includes the percentage of each ethnicity we track (American Indian or Alaska Native, Asian, Black or African-American, Native Hawaiian or Pacific Islander, White, and Other) for each occupation. Currently, our CLFA data is taken from the 2010 Census. In order to compare one firm to another, it is important that the data we receive from the consultant firm is accurate and organized in the manner that allows for this fair comparison.

WORK FORCE & BRANCH WORK FORCE REPORTS

When submitting a WFR, especially if the WFR is for a specific project or activity, we would like to have information about the firm's work force that is actually participating in the project or activity. That is, if the project is in San Diego and the work force is from San Diego, we want a San Diego County Work Force Report¹. By the same token, if the project is in San Diego, but the work force is from another county, such as Orange or Riverside County, we want a Work Force Report from that county². If participation in a San Diego project is by work forces from San Diego County and, for example, from Los Angeles County and from Sacramento County, we ask for separate Work Force Reports representing your firm from each of the three counties.

MANAGING OFFICE WORK FORCE

Equal Opportunity Contracting may occasionally ask for a Managing Office Work Force (MOWF) Report. This may occur in an instance where the firm involved is a large national or international firm but the San Diego or other local work force is very small. In this case, we may ask for both a local and a MOWF Report^{1, 3}. In another case, when work is done only by the Managing Office, only the MOWF Report may be necessary.³

TYPES OF WORK FORCE REPORTS:

Please note, throughout the preceding text of this page, the superscript numbers one ¹, two ² & three ³. These numbers coincide with the types of work force report required in the example. See below:

- ¹ One San Diego County (or Most Local County) Work Force – Mandatory in most cases
- ² Branch Work Force *
- ³ Managing Office Work Force

**Submit a separate Work Force Report for all participating branches. Combine WFRs if more than one branch per county.*

RACE/ETHNICITY CATEGORIES

American Indian or Alaska Native – A person having origins in any of the peoples of North and South America (including Central America) and who maintains tribal affiliation or community attachment.

Asian – A person having origins in any of the peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

Black or African American – A person having origins in any of the Black racial groups of Africa.

Native Hawaiian or Pacific Islander – A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

White – A person having origins in any of the peoples of Europe, the Middle East, or North Africa.

Hispanic or Latino – A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin.

Exhibit A: Work Force Report Job Categories – Administration

Refer to this table when completing your firm's Work Force Report form(s).

Management & Financial

Advertising, Marketing, Promotions, Public Relations, and Sales Managers
Business Operations Specialists
Financial Specialists
Operations Specialties Managers
Other Management Occupations
Top Executives

Professional

Art and Design Workers
Counselors, Social Workers, and Other Community and Social Service Specialists
Entertainers and Performers, Sports and Related Workers
Health Diagnosing and Treating Practitioners
Lawyers, Judges, and Related Workers
Librarians, Curators, and Archivists
Life Scientists
Media and Communication Workers
Other Teachers and Instructors
Postsecondary Teachers
Primary, Secondary, and Special Education School Teachers
Religious Workers
Social Scientists and Related Workers

Architecture & Engineering, Science, Computer

Architects, Surveyors, and Cartographers
Computer Specialists
Engineers
Mathematical Science Occupations
Physical Scientists

Technical

Drafters, Engineering, and Mapping Technicians
Health Technologists and Technicians
Life, Physical, and Social Science Technicians
Media and Communication Equipment Workers

Sales

Other Sales and Related Workers
Retail Sales Workers
Sales Representatives, Services
Sales Representatives, Wholesale and Manufacturing
Supervisors, Sales Workers

Administrative Support

Financial Clerks
Information and Record Clerks
Legal Support Workers

Material Recording, Scheduling, Dispatching, and Distributing Workers
Other Education, Training, and Library Occupations
Other Office and Administrative Support Workers
Secretaries and Administrative Assistants
Supervisors, Office and Administrative Support Workers

Services

Building Cleaning and Pest Control Workers
Cooks and Food Preparation Workers
Entertainment Attendants and Related Workers
Fire Fighting and Prevention Workers
First-Line Supervisors/Managers, Protective Service Workers
Food and Beverage Serving Workers
Funeral Service Workers
Law Enforcement Workers
Nursing, Psychiatric, and Home Health Aides
Occupational and Physical Therapist Assistants and Aides
Other Food Preparation and Serving Related Workers
Other Healthcare Support Occupations
Other Personal Care and Service Workers
Other Protective Service Workers
Personal Appearance Workers
Supervisors, Food Preparation and Serving Workers
Supervisors, Personal Care and Service Workers
Transportation, Tourism, and Lodging Attendants

Crafts

Construction Trades Workers
Electrical and Electronic Equipment Mechanics, Installers, and Repairers
Extraction Workers
Material Moving Workers
Other Construction and Related Workers
Other Installation, Maintenance, and Repair Occupations
Plant and System Operators
Supervisors of Installation, Maintenance, and Repair Workers
Supervisors, Construction and Extraction Workers
Vehicle and Mobile Equipment Mechanics,

Installers, and Repairers
Woodworkers

Operative Workers

Assemblers and Fabricators
Communications Equipment Operators
Food Processing Workers
Metal Workers and Plastic Workers
Motor Vehicle Operators
Other Production Occupations
Printing Workers
Supervisors, Production Workers
Textile, Apparel, and Furnishings Workers

Transportation

Air Transportation Workers
Other Transportation Workers
Rail Transportation Workers
Supervisors, Transportation and Material
Moving Workers
Water Transportation Workers

Laborers

Agricultural Workers
Animal Care and Service Workers
Fishing and Hunting Workers
Forest, Conservation, and Logging Workers
Grounds Maintenance Workers
Helpers, Construction Trades
Supervisors, Building and Grounds Cleaning
and Maintenance Workers
Supervisors, Farming, Fishing, and Forestry
Workers

Exhibit B: Work Force Report Job Categories-Trade

Brick, Block or Stone Masons

Brickmasons and Blockmasons
Stonemasons

Carpenters

Carpet, floor and Tile Installers and Finishers

Carpet Installers
Floor Layers, except Carpet, Wood and Hard
Tiles
Floor Sanders and Finishers
Tile and Marble Setters

Cement Masons, Concrete Finishers

Cement Masons and Concrete Finishers
Terrazzo Workers and Finishers

Construction Laborers

Drywall Installers, Ceiling Tile Inst

Drywall and Ceiling Tile Installers
Tapers

Electricians

Elevator Installers and Repairers

First-Line Supervisors/Managers

First-line Supervisors/Managers of
Construction Trades and Extraction Workers

Glaziers

Helpers, Construction Trade

Brickmasons, Blockmasons, and Tile and
Marble Setters
Carpenters
Electricians
Painters, Paperhangers, Plasterers and Stucco
Pipelayers, Plumbers, Pipefitters and
Steamfitters
Roofers
All other Construction Trades

Millwrights

Heating, Air Conditioning and Refrigeration
Mechanics and Installers
Mechanical Door Repairers
Control and Valve Installers and Repairers
Other Installation, Maintenance and Repair
Occupations

Misc. Const. Equipment Operators

Paving, Surfacing and Tamping Equipment
Operators
Pile-Driver Operators
Operating Engineers and Other Construction
Equipment Operators

Painters, Const. Maintenance

Painters, Construction and Maintenance
Paperhangers

Pipelayers and Plumbers

Pipelayers
Plumbers, Pipefitters and Steamfitters

Plasterers and Stucco Masons**Roofers****Security Guards & Surveillance Officers****Sheet Metal Workers****Structural Iron and Steel Workers****Welding, Soldering and Brazing Workers**

Welders, Cutter, Solderers and Brazers
Welding, Soldering and Brazing Machine
Setter, Operators and Tenders

Workers, Extractive Crafts, Miners