



Purchasing & Contracting Department

December 24, 2025

VIA EMAIL TO: registrations@fedeng.com

Ms. Laura Cross, Proposal Manager
Federal Engineering Inc
10560 Arrowhead Drive, Suite 100
Fairfax, VA 22030

Reference: Request for Proposal (RFP) No. 10090304-25-S, Public Safety Communications Consulting Services

Dear Ms. Cross:

Subject: Exceptions Letter

Exhibit A, item 2.1. of the subject RFP, states, in pertinent part: "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."

This letter ("Clarifications and Exceptions Letter") confirms our agreement to modify the terms of the Contract relating to the above referenced solicitation. The Parties agree as follows:

1. RFP Exhibit C, Section 2.2 Notices is modified to read as follows:

"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 ten (10) 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"

2. RFP Exhibit C, Section 7.1 Indemnification is modified to read as follows:

"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

Purchasing & Contracting Department

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, in whole or in part, any goods provided or negligent 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."

3. RFP Exhibit C, Article VIII Bonds is deleted and replaced with the following:

"Article VIII Bonds. Reserved"

4. RFP Exhibit C, Section 12.2 Compensation for Mandatory Assistance is modified to read as follows:

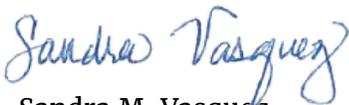
"Compensation for Mandatory Assistance. City will compensate Contractor for fees incurred for providing Mandatory Assistance. If, however, the fees incurred for the Mandatory Assistance are determined, through resolution of the third party dispute or litigation, or both, to be attributable in whole, or in part, to the fault 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."

5. Request to modify RFP Exhibit C, Section 12.3 Attorneys' Fees Related to Mandatory Assistance has been rejected.

6. Federal Engineering, Inc.'s Response to RFP, Section C.2 Basis of Our Proposal. To the extent that any of the language in this section differs from the City's contract documents, the City cannot accept modifications to the contract.

Please indicate your agreement with the above by signing the bottom of this letter. Thank you for your assistance.

Sincerely,



Sandra M. Vasquez
Supervising Procurement Contracting Officer
Purchasing & Contracting



Purchasing & Contracting Department

This Letter is executed by the City and Contractor acting by and through their authorized officers.

FEDERAL ENGINEERING, INC.

By: Ronald F. Bosco
Ronald F. Bosco (Dec 29, 2025 12:33:46 EST)

Name: Ronald F. Bosco

Title: President & CEO

Date: 12/29/2025

THE CITY OF SAN DIEGO

By: *C. Abarca*

Name: Claudia Abarca

Title: Director, Purchasing & Contracting

Date: 12/31/2025

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

Federal Engineering, Inc.
Proposer
10560 Arrowhead Drive, Suite 100
Street Address
Fairfax, VA 22030
City
703-359-8200
Telephone No.
rbosco@fedeng.com
E-Mail

BY: Ronald F. Bosco
[Ronald F. Bosco \(Dec 29, 2025 12:33:46 EST\)](#)
Signature of
Proposer's Authorized
Representative
Ronald F. Bosco
Print Name
President and CEO
Title
12/29/2025
Date

CITY OF SAN DIEGO
A Municipal Corporation

BY: 
Print Name: Claudia Abarca
Director, Purchasing & Contracting
Title
12/31/2025
Date Signed

Approved as to form this 31 day of
December 25, 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	\$ 280	\$ 2,800
Project Manager	28	\$ 245	\$ 6,860
RF Engineer	42	\$ 235	\$ 9,870
RF/Network Field Technician	20	\$ 225	\$ 4,500
TOTAL SECTION A			\$ 24,030

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	\$ 280
Project Manager	\$ 245
RF Engineer	\$ 235

Network Engineer	\$ 300
Project Administrator	\$ 110
RF/Network Field Technician	\$ 225
Community Consultant	\$ N/A
Other (<i>vendor complete</i>) Tower Structural Engineer	\$ 225
Other (<i>vendor complete</i>) Data Network Analyst	\$195

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)	\$ 245

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>	The City of SAN DIEGO
ID	City Question	Proposer Response	
1	Organizational and Key Team Member Experience and Qualifications	FEDERAL ENGINEERING, INC.	
1.01	<p>Describe the following:</p> <p>a. Your proposed organization's experience in performing the Services (or services of a similar nature), described in this RFP</p> <p>b. Statement of interest in providing these as-needed consulting services</p> <p>c. Primary point of contact (name, title, phone, email)</p> <p>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.</p> <p>e. Additional sub-contractor/sub-consultant information (if applicable):</p> <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>Please refer to the proposal document, section B.4, for more detailed information in addition to the response below.</p> <p>a. Over the past 42 years, FE consultants have analyzed virtually every type of radio technology and system configuration. As a result, we understand the complexities that are involved in facilitating and supporting a properly functioning communications solution. Our team brings valuable insight from radio deployments and emergency response operations across the U.S., including 35 government clients in California. Because we have implemented thousands of systems, our analyses and recommendations are practical and minimize risks. Our team has extensive experience conducting assessments, researching, analyzing, and benchmarking market trends and vendor technology roadmaps, evaluating best practices, and assessing the expected technical, operational, and budgetary impact of radio upgrades.</p> <p>b. FE is interested in providing technical support and consulting services for the City of San Diego's public safety communications infrastructure. FE is thoroughly qualified and prepared to perform the requested consulting services, especially since we have provided similar radio communications consulting services to the City under previous contracts. FE understands that task orders will be issued on an as-needed basis and is fully prepared to provide consulting services in all the areas outlined in the RFP's Scope of Services.</p> <p>c. Ronald F. Bosco, President and Chief Executive Officer. Phone: 703-359-8200. Email: rbosco@fedeng.com</p> <p>d. Subconsultant: Tower Engineering Professionals, Inc. (TEP). FE has worked with TEP on several projects during the last three years. As an example, TEP provided tower structural analysis on FE's Florida Statewide Law Enforcement Radio System (SLERS) project (2024-2025). Subconsultant: Parsons Government Services Inc. (Parsons IPKeys). FE has worked with Parsons IPKeys on several projects during the last three years. As an example, Parsons IPKeys provided network engineering on FE's Puget Sound Emergency Radio Network (PSERN), WA MPLS Network Analysis project. (2025). Subconsultant: JH Tech. This is FE's first project with JH Tech, our network data analyst and diversity partner who is a certified Small Local Business Enterprise (SLBE), Small Business Enterprise (SBE), and a Woman Owned Business Enterprise/Minority Owned Business Enterprise (WBE/MBE).</p> <p>e. Subconsultant: Since 1997, TEP has inspected, mapped, analyzed, engineered, designed, modified, upgraded, and constructed more than 50,000 public safety mobile radio towers, cell towers, broadcast towers, water towers, elevated signs, rooftops, and telecommunications sites. TEP possesses a comprehensive understanding of the requirements for new site construction and existing site modifications and the complexities inherent to both. Subconsultant: Parsons IPKeys has provided technology solutions and engineering and integration services to public safety, municipal, and transportation sectors. Subject matter experts have in depth experience and knowledge working for government agencies implementing, migrating, and sustaining enterprise IT systems and broadband wireless and wireline networks. Subconsultant: JH Tech has over 25 years of experience leading IT projects, with the expertise and proven results to facilitate modernization and business transformation of large-scale technology environments, including for the City of San Diego and the San Diego County Sheriff's Department.</p>	
1.02	<p>Briefly describe the extent of your proposed team's experience with respect to:</p> <p>a. Interoperability</p> <p>b. Microwave/MPLS Networks</p> <p>c. Tower/Radio Site management</p> <p>d. FCC/Regulatory Support</p> <p>e. Life Cycle Support, Technology Refresh</p> <p>f. Any additional experience related to the Scope of Services</p>	<p>Please refer to the proposal document, section B.4, for more detailed information in addition to the response below.</p> <p>FE has carefully selected a team of subject matter experts with extensive experience working with multiple jurisdictions and disciplines in all aspects of radio technology, including LTE, LMR networks, P25 systems, interoperability, microwave/MPLS networks, tower/radio site management, link analysis and path studies, interference investigation and recommendations, FCC/regulatory support, technology upgrades, and systems integration oversight. The team's strength comes from hands-on experience working in public safety environments; we know and understand the issues, challenges, and risks agencies face with public safety radio projects.</p> <p>Examples of our team's experience in each area include: a) assisting multiple Colorado counties achieve interoperability as they transition to a shared radio system core; b) supporting the State of Nevada's transition to a digital microwave network; c) assisting the State of Florida evaluate the condition of 230 towers in the SLERS network and manage equipment upgrades; d) assisting Marin County, CA with FCC/regulatory support, including application preparation and review of sites for compliance; and e) supporting Fauquier County, VA during a public safety radio life cycle assessment project, including development of short-term and longer-term strategies for equipment refresh.</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>Please refer to the proposal document, section B.4, for more detailed information in addition to the response below.</p> <p>Resumes for the proposed team members are provided in section B.4 Item 1.03 of the proposal document, listing each person's professional experience related to the services required to complete the City's project. Our team includes the following key individuals to meet the RFP's required roles:</p> <p>Lead Consultant: Luis Camarillo, whose technical lead experience includes projects for the State of Arizona, BAYRICS, CA, Arapahoe County, CO, and others</p> <p>Project Manager: David Mortimer, PMP, ENP, whose PM experience includes projects for the State of Wisconsin, San Francisco Bay/County, CA, San Mateo County, CA, and others</p> <p>RF Engineer: Julian Duran, whose FCC/spectrum analysis experience includes projects for the State of Utah, the U.S. Secret Service, Santa Barbara County, CA, and others</p> <p>Network Engineer: Dan Havens, whose MPLS network experience includes PSERN, WA, the State of Florida, Pierce County, WA, and others.</p> <p>RF Technician: Terry Forehand, whose technical support experience includes the State of Florida, Alachua County, FL, the U.S. Army, and others</p> <p>Our response in proposal section B.4 also includes a table summarizing our team and additional project examples, their roles, and project dates. These projects, as well as those highlighted on their resumes, demonstrate each team member's understanding of the scope of services requested.</p>	
2	Past Performance		
2.01	<p>Reference 1</p> <p>Provide a reference for your proposal (from the last five years), inclusive of:</p> <p>a. Company name</p> <p>b. Contact name and role</p> <p>c. Contact details (email, phone)</p> <p>e. Location</p> <p>f. Contract Amount</p> <p>g. Brief description of services</p>	<p>a. Name: County of San Diego, California</p> <p>b. Contact Name and Role: David Brooks, Wireless Services Division Manager</p> <p>c. Contact Details: Email: david.brooks@sdsdsheriff.org /Phone: 619-643-1388</p> <p>e. Location: 555 Overland Avenue #5101, San Diego, CA 92123</p> <p>f. Contract Amount: \$5,500,000</p> <p>g. Description of Services: FE performed an in-depth assessment of the current communications infrastructure and reviewed the original system proposal documentation, subsystem level equipment documentation, and as-built drawings. FE also assessed the needs of the county's Wireless Services Division (WSD) maintenance organization for compliance with current industry standards. Existing P25 technologies and features were evaluated, associated backhaul needs assessed, the county's future requirements defined and validated, and viable design alternative solutions defined for a new P25 system, a conventional network, and backhaul for the region. FE conducted an in-depth assessment of the existing radio infrastructure equipment and associated subscriber units to determine the degree to which existing equipment could be reused to support the new P25 trunked communications system. FE developed technical specifications for use in a competitive RFP and provided full system installation and implementation oversight services, supervising the radio system vendor on behalf of the region. FE continued to support the project by producing briefs that facilitated complex discussions with the Board of Directors and county personnel responsible for devising an acceptable strategy for funding the new system. Our continued support and detailed knowledge of the system enabled the county to be well represented through implementation and migration to the next generation system.</p>	

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
2.02	<p>Reference 2 Provide a reference for your proposal (from the last five years), inclusive of:</p> <p>a. Company name b. Contact name and role c. Contact details (email, phone) e. Location f. Contract Amount g. Brief description of services</p>	<p>a. Name: City and County of San Francisco, California</p> <p>b. Contact Name and Role: Michelle Geddes, Chief Information Officer, Dept. of Emergency Management</p> <p>c. Contact Details: Email: michelle.geddes@sfgov.org / Phone: 415-558-3800</p> <p>e. Location: 1011 Turk Street, San Francisco, CA 94102</p> <p>f. Contract Amount: \$3,300,000</p> <p>g. Description of Services: The City and County of San Francisco selected FE to assess alternatives for upgrading its eight-site 800 MHz Citywide Emergency Radio System (CERS) and evaluating options for the four-site analog 800 MHz Public Service Emergency Radio System (PSERS). The City/County benefited from two other radio systems that had recently been upgraded to P25, the San Francisco Municipal Transportation Agency's (SFMTA) 700 MHz P25 Phase 2 four-site trunked simulcast system and three-site 800 MHz OpenSky system and the San Francisco International Airport's (SFO) two-site 700 MHz P25 system. Options for the CERS and PSERS included integration with these networks. The resulting system design included interoperability among local agencies, surrounding counties, the region, state networks, federal networks, and other critical infrastructure entities (such as the Golden Gate Bridge and the Bay Bridge). FE conducted a full systems development cycle from existing systems assessment through requirements discovery interviews, alternatives analysis, conceptual design, RFP development, procurement support, and implementation management. This project required outstanding technical and project management support throughout its five phases, especially during the procurement and implementation phases where radio system vendor management was paramount.</p>
2.03	<p>Reference 3 Provide a reference for your proposal (from the last five years), inclusive of:</p> <p>a. Company name b. Contact name and role c. Contact details (email, phone) e. Location f. Contract Amount g. Brief description of services</p>	<p>a. Name: County of Arapahoe, Colorado</p> <p>b. Contact Name and Role: Scott Kellar, Homeland Security Coordinator, North Central Region</p> <p>c. Contact Details: Email: SKellar@arapahoegov.com / Phone: 303-768-8732</p> <p>e. Location: 12649 East Caley Avenue Unit 114, Centennial CO 80111</p> <p>f. Contract Amount: \$289,000</p> <p>g. Description of Services: Arapahoe County was the administrator of the RFP/contract on behalf of the North Central All-Hazards Region (NCR). The scope of work was to evaluate the independent radio systems within NCR's ten counties and cities and determine the feasibility of consolidating systems to enhance operations, improve interoperability, and reduce long-term costs. Governance requirements to support and manage a regional shared radio network were also considered, interacting with the current regional Board of Directors and Regional Emergency Medical, and Trauma Advisory Committees (RETAC). FE assessed the feasibility and conceptual configuration for radio systems consolidation within the NCR and the impacts on public safety communications operations, operability, and interoperability. The project included five separate deliverables for each of the NCR's nine independent radio systems:</p> <ol style="list-style-type: none"> 1. Regionwide Radio System Inventory Report 2. Radio Systems Architecture and Design Elements Report 3. Radio System Financial Analysis Report 4. Potential Options for Consolidation and/or Shared Governance of Radio Systems Report 5. Analysis of Proposed Consolidation Options Report
3	<p>Project Delivery Approach and Delivered Business Results</p>	<p>Please refer to the proposal document, section B.4, for more detailed information in addition to the response below.</p> <p>a. FE develops a project work plan based on the City's priorities and vendors' project schedules. We will meet with the City agency to understand the tasks, generate a draft scope of work, define deliverables, identify resource skills and staffing, estimate hours, and propose the schedule. We will review the draft work plan with the requesting agency, agree upon requested changes, then finalize the scope of work and price.</p> <p>b. The decision-making process for the workplan involves FE's engagement lead, project manager, the City's project manager, designated stakeholders, committee members, implementation team, and the vendor's team, as applicable. FE's project manager will lead the workplan development with the City's project manager and stakeholders. We will engage the City's team through onsite meetings, conference calls, video calls, and document sharing to gain agreement on the workplan.</p> <p>c. Communication and coordination between all parties are critical for the successful execution of the workplan. The workplan will identify potential risks and contingencies. Risk factors may include stakeholder unavailability in critical review times, inter-jurisdictional factions impeding progress or jeopardizing agreements, factory delays for equipment, site permitting or other regulatory delays, vendor schedule delays, and other critical issues requiring contingency plans. FE will develop and manage a Risk Plan throughout the project.</p> <p>d. FE has extensive experience providing independent verification and validation (IV&V) services, including numerous local jurisdiction projects as well as major projects for the states of New York and New Mexico. Closely tied to implementation oversight, IV&V specifically evaluates the performance of the vendor against the contract. FE represents our client's interests while reviewing the vendors' design documentation, recommendations for system modifications, construction methods and deliverables, test plans, methodologies and test results, network and coverage analyses, and final system acceptance tests and results.</p> <p>e. FE takes pride in the vendor neutrality of our recommendations, system designs, and specifications. We have worked with all leading public safety radio and microwave vendors and are known for the fairness of our specifications. With successful completion of over 3,000 public safety radio projects, FE has extensive knowledge of the steps required to coordinate implementation of a radio or microwave upgrade. Our project manager participates in status meetings with the vendor to track progress and identify any issues.</p> <p>f. FE carefully reviews the client's requirements as stated in the vendor's contract. The FE project manager assists in developing project execution processes, including tasks, deliverables, and communication plans. We oversee vendor implementation activities, coordinating tasks and reviewing deliverables per contractual requirements. We maintain a punch list, describing issues that do not adhere to the contractual terms, the responsible party, resolution dates, and cost impacts. FE advises clients to withhold vendor payment if contractual requirements are not met.</p> <p>g. FE's Spectrum Center of Excellence (SCOE) has extensive experience conducting frequency searches and evaluating frequency availability for new or expanding systems. Our RF engineers use our FEPerformancePro® toolset to accurately model radio and microwave network performance and support site planning and antenna system design. Upon a client's request or project needs, FE performs drive testing and in-building signal strength testing to evaluate system coverage.</p> <p>h. FE experts analyze both co-channel interference and adjacent channel interference when required. Developing a cost-effective solution to coverage or interference issues requires a thorough understanding of user needs and the use of state-of-the-art network performance modeling tools during system design.</p> <p>i. FE experts work with our clients to determine their training needs, develop requirements for the vendor to develop applicable training curriculum, and review the proposed training programs for administrators, dispatchers, field users, and operations/maintenance personnel for alignment with the agency's needs and objectives.</p>
3.02	<p>Briefly, describe the following:</p> <p>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> <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>Please refer to the proposal document, section B.4, for more detailed information in addition to the response below.</p> <p>During FE's public safety radio consulting history, nearly every project has resulted in a reduction in costs from vendor's initial proposal, an increase in client satisfaction, innovative solutions, and a reduction in contractual risks, attributable to our expertise and involvement on the project. We have saved our clients millions of dollars while mitigating risks and delivering solutions that meet or exceed their needs. Because FE has been involved in billions of dollars in systems procurements, we have developed unmatched skills, methodologies, and databases that consistently yield verifiable results. We also understand vendor negotiations tactics, which allows us to negotiate contracts advantageous to our clients. Below is one project example, in which key members of the City's proposed team were involved, resulting in four key performance indicators.</p> <p>Project: Utah Communications Authority (UCA), Statewide Radio System Upgrade</p> <ul style="list-style-type: none"> • Reduction in costs: FE assisted the UCA in negotiating a \$1.1 million credit with the selected vendor by identifying discrepancies from the executed contract that the vendor planned on substituting or changing. • Increased client satisfaction: The client frequently expressed satisfaction, as indicated in the quote below • Innovative solutions: FE participated actively during the vendor's detailed design to finalize the innovative solution for a statewide, P25 800 MHz radio system, including mountain-top interoperability gateways and solar power at key inaccessible sites. • Reduction in contractual risks: When the incumbent vendor protested the award and sued the UCA, the suit was dismissed largely on the strength of the thorough, vendor-independent specifications developed by the FE team. <p>"We engaged Federal Engineering to assist us in negotiating a large-scale contract with one of the largest radio vendors in the world. Federal Engineering's employees were invaluable in the assistance they provided. They were knowledgeable about the technology and the industry and combined this knowledge with our needs and goals to assist us in negotiating a contract that exceeded our expectations. The experts at Federal Engineering were available whenever we needed them and were committed to us as partners. I would highly recommend Federal Engineering for contract negotiation support services."</p> <p>– Quinton Stephens, Former Director, General Counsel/ Deputy Director, Utah Communication Authority</p>
4	<p>Additional Considerations</p>	

EXHIBIT I: Interrogatories Response Template		Proposer Completes <small>(note: Proposers should not alter the format of this response sheet)</small>	The City of SAN DIEGO
ID	City Question	Proposer Response	
4.01	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>FE is the leading independent consulting firm in public safety solutions, communications technologies, and operational processes for state, regional, and local public safety organizations. FE has provided radio communication consulting services to public safety agencies for 42 years. It is our only business. We are widely recognized for applying innovative and cost-effective technology to keep critical processes and infrastructures reliable and sustainable. Our approach is designed to facilitate stakeholder collaboration, joint exploration of opportunities, and consensus building on needs and priorities to decide on the best solution for client environments and budgets. We are highly qualified and prepared to perform the requested consulting services for the City of San Diego.</p> <ul style="list-style-type: none"> • Extensive public safety communications consulting experience: FE has been selected by more than 500 clients across the United States for multiple projects. Our clients range in population from 5,000 to over 40 million. We have served in every state, completing over 3,500 local, regional, and state consulting projects across North America. We speak the "language" of public safety communications and technologies. With this experience, our team thoroughly understands the issues and challenges faced by government agencies involved in assessing, designing, procuring, implementing, and maintaining critical communications infrastructure. • National and local project experience: With 35 clients and more than 70 projects throughout the State of California, including the City of San Diego, we will bring our in-depth understanding of state, regional, and municipal regulations, policies, and operating environments to this project. • Unparalleled subject matter expertise: FE offers a team of 50 highly qualified, senior-level consultants and subject matter experts, located across the United States, with a combined total of 1,200 years of hands-on experience. Our staff has extensive hands-on law enforcement, fire/EMS services, and public utilities communications experience; we understand what you do and why you do it. • Independence commitment: FE is committed to total independence, free from the influence of hardware vendors, software suppliers, system integrators, or managed service providers. Objective independence and vendor neutrality are core values of the company. FE is truly an independent, trusted advisor to our clients. • Best practices and industry standards: FE consultants are actively involved in industry working groups and national standards organizations and apply the knowledge gained to deliver best practices in every project. FE has presented over 85 sessions at the International Wireless Communications Expo (IWCE), APCO, NENA, and other industry conferences. An FE consultant is an active member of the P25 Technology Interest Group (PTIG). Another consultant is the former chairman of NFPA 1225, which addresses the standards for emergency communications centers. • Delivering best-value solutions: Solid economic recommendations are critical to moving a public safety technology project forward. We have developed the tools, skillsets, and methodologies necessary to deliver actionable, affordable solutions that most effectively meet the needs of public safety agencies at the lowest risk. • Private ownership: Founded in 1983, FE is a privately owned, independent consulting firm. Private ownership provides distinct advantages—outside investors or venture capital firms do not influence corporate decisions. FE founders continue to lead the firm. Our consistency in ownership, leadership, and vision results in continued project success and unparalleled client satisfaction. 	



July 31, 2025

Submitted via planetbids

Ms. Sandra M. Vasquez, Supervising Procurement Contracting Officer
City of San Diego
Purchasing and Contracts Department
1200 Third Avenue, Suite 200
San Diego, CA 92101

RE: RFP for Public Safety Communications Consulting Services (10090304-25-S)

Dear Ms. Vasquez:

Federal Engineering, Inc. (**FE**) is pleased to submit this proposal to provide Public Safety Communications Consulting Services for the City of San Diego (City), California. **FE** fully understands the scope of work outlined in the RFP and will complete the tasks as described in this proposal. **FE** acknowledges receipt of addendum A, dated July 16, 2025.

FE is best qualified to provide the services requested to meet the City's public safety radio communications consulting needs. **FE** specializes in all facets of public safety Land Mobile Radio (LMR) consulting: technical and operational assessment, system design, licensing and grant assistance, procurement, implementation oversight, and independent verification and validation. We are also experts in emergency communication operational and technical assessments, Computer Aided Dispatch (CAD) and Records Management System (RMS) functionality and integration, and GIS consulting.

FE has assigned a team of senior consultants to your project with direct, hands-on field experience in all aspects of wireless technology systems, **including assisting the City of San Diego and the County of San Diego under previous public safety radio communications contracts.** Having successfully accomplished numerous professional services engagements similar in scope and size to those outlined in the City's RFP, we firmly believe the **FE** team is your best choice to support the City's Wireless Technology Services Division's public safety radio communications initiatives.

FE values the opportunity to, once again, provide consulting services for the City of San Diego. By my signature below, I authorize the submission of this proposal and bind **FE** to its terms and conditions for 90 days from the proposal's due date. If you have any questions regarding our proposal or need further information, please contact me by phone at 703-359-8200 or via email at rbosco@fedeng.com.

FE looks forward to working with the City on this important project and is fully committed to commencing services immediately upon contract execution.

Sincerely,

A handwritten signature in blue ink that reads "Ronald F. Bosco". The signature is written in a cursive, flowing style.

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

Federal Engineering, Inc.

10560 Arrowhead Drive, Suite 100, Fairfax, VA 22030 | 703-359-8200 | info@fedeng.com | www.fedeng.com

TAB A

Submission of Information and Forms



A. Submission of Information and Forms

As required by the RFP, the information and forms listed below are provided on the following pages or submitted as separate documents via the City’s plantetbids.com procurement portal.

<ul style="list-style-type: none"> Contract Signature Page 	Refer to the following page
<ul style="list-style-type: none"> Exceptions Requested by Proposer 	Refer to the following pages
<ul style="list-style-type: none"> Contractor Standards Pledge of Compliance Form 	Uploaded and submitted as a separate document
<ul style="list-style-type: none"> Equal Opportunity Contracting Form 	Uploaded and submitted as a separate document
<ul style="list-style-type: none"> Additional Information as Required in Exhibit B 	<p>Refer to Tab B, Section B.4 for FE’s response to Exhibit B, Scope of Work. FE is independent, vendor and manufacturer neutral, and will act solely on behalf of, and in the best interests of, the City of San Diego. FE is fully prepared to provide services under all 12 service areas described in Exhibit B. Our proposal includes resumes for the five required consultant roles:</p> <ul style="list-style-type: none"> Senior Consultant/ Engagement Lead Project Manager RF Engineer RF Technician Network Engineer <p>Partnering with FE provides our clients with a full lifecycle of consulting services—FE provides highly experienced consultants specializing in all the scope of services categories of the RFP.</p>
<ul style="list-style-type: none"> Interrogatives Response Form (RFP Exhibit I) 	Uploaded and submitted as a separate document



A.1 Contract Signature Page

FE has completed and provided the RFP Contract Signature Page on the following page.

The balance of this page is intentionally left blank.



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

Federal Engineering, Inc.
Proposer

BY: _____

10560 Arrowhead Drive, Suite 100
Street Address

Print Name: _____

Fairfax, VA 22030
City

Title _____

703-359-8200
Telephone No.

Date Signed _____

rbosco@fedeng.com
E-Mail

BY:

Ronald F. Bosco

Signature of
Proposer's Authorized
Representative

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

HEATHER FERBERT, City Attorney

Ronald F. Bosco
Print Name

BY: _____
Deputy City Attorney

President and CEO
Title

07/24/2025
Date

**ADDENDUM A
JULY 16, 2025**

A.2 Exceptions Requested by Proposer

Per RFP instructions, *FE* is submitting the following exceptions to Exhibit C, General Contract Terms and Provisions. Please find the modified language below and our justification statements:

Article II - Contract Administrator

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)~~ **ten (10)** days after deposit in a United States postal mailbox unless provided otherwise in the Contract.

Justification: The United States post office performance is unpredictable now and 5 days is not sufficient.

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 negligent 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.

Justification: *FE* takes responsibility for our negligent performance but does not hold parties harmless if we perform properly and in compliance with the contract.

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.~~

Justification: Performance bonds are typically not used in consulting engagements. They are appropriate for construction projects.

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 negligent 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.

Justification: *FE* takes responsibility for our negligent performance, but does not hold parties harmless if we perform properly and in compliance with the contract.

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 at actual costs.

Justification: If *FE* supports the City with dispute or litigation assistance, it may require the guidance/protection of its attorneys.



TAB B

Executive Summary and Response to Specifications



B. Executive Summary and Response to Specifications

B.1 Title Page

Proposal

Public Safety Communications Consulting Services (Solicitation #10090304-25-S)

Submitted to:

Sandra M. Vasquez
Supervising Procurement Contracting Officer
City of San Diego
Purchasing and Contracts
1200 Third Avenue, Suite 200
San Diego, CA 92101

Submitted via Planetbids.com ebidding procurement portal

Submitted by:

Federal Engineering, Inc.
10560 Arrowhead Drive, Suite 100
Fairfax, VA 22030
Phone: 703-359-8200

Closing Date:

July 31, 2025 @ 2:00 p.m. PDT



B.2 Table of Contents

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Proprietary Notice

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

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B.3 Executive Summary

Federal Engineering, Inc. (**FE**) is best qualified to perform a wide variety of technical and operational consulting services for the City of San Diego related to public safety radio communication equipment, technologies, emergency response, integration, project management, and support for 700/800 MHz, VHF, UHF, and IP/MPLS wireless communications systems. **FE** has an unmatched national reputation for providing high-quality system analysis, requirements definition, operational performance assessments, conceptual design, spectrum analysis, governance and policy reviews, FCC regulations and licensing support, grant management, procurement assistance, project management, and implementation oversight for public safety radio communication projects.

FE is a privately owned, independent consulting firm. We are proud of our corporate stability. We are neither a high-risk start-up nor a one-person firm. **FE** includes 50 highly qualified, senior-level consultants and subject matter experts, located across the United States. Our team has a combined total of 1,200 years of comprehensive hands-on law enforcement, fire/EMS services, and public utilities radio communications experience. We pride ourselves on our history of completing projects on time and within budget. No **FE** project has ended in default or litigation, and most result in repeat business.

Our clients range in population from 15,000 to over 40 million. We have served clients in every state and successfully completed more than 3,500 consulting projects nationwide. **FE** has an extensive history in California, with 33 clients across the state, including both the County and the City of San Diego, providing public safety communications consulting services for over 20 years:

- **FE** conducted a high-level technical assessment of the City's existing public safety radio systems and planned upgrades, including analysis of the 800 MHz radio network and review of Motorola proposals to understand the system upgrade plan. **FE** identified key radio system requirements by evaluating the existing systems and analyzing the feedback from key stakeholders, including the San Diego Police Department and San Diego Fire-Rescue.
- **FE** conducted physical surveys and inventories of the City's radio sites and public safety answering points (PSAPs) and evaluated leveraging existing systems, facilities, and equipment; identified reusable components and equipment in the radio network ancillary systems.
- **FE** created a ten-year strategic plan for public safety radio communications, including a "roadmap" for improvements and defining the areas to leverage existing public safety wireless communication systems to meet users' needs. **FE** recommended enhancements, including radio coverage and performance.
- **FE** assessed the P25 migration, recommended improvements and adjustments, and developed a high-level strategy for broadband data to serve as the foundation for future detailed broadband data assessment.
- **FE** supported the City of San Diego's 800 MHz rebanding project from 2014-2020.

As a trusted advisor to state, regional, and local governments since 1983, **FE** is committed to total independence, free from the influence of hardware vendors, software suppliers, system integrators, or managed service providers. We have established a reputation for providing straightforward, objective guidance based on client needs, factual data, expert analysis, industry knowledge, and real-world experience.



B.4 Response to the RFP

Per the RFP submittal instructions, *FE* completed and submitted the RFP Exhibit I, Interrogatories, MS Excel form as a separate document in the PlanetBids procurement site.

The following pages provide additional detail to our responses in the Exhibit I form and to RFP Exhibit B, Scope of Work.

The balance of this page is intentionally left blank.



EXHIBIT I: Interrogatories Response Template

ID	City Question	Proposer Response
1	Organizational and Key Team Member Experience and Qualifications	
1.01	Describe the following: a. Your proposed organization’s experience in performing the Services (or services of a similar nature), described in this RFP	

FE consultants have analyzed virtually every type of radio technology and system configuration. As a result, we understand the complexities that are involved in facilitating and supporting a properly functioning communications solution. We understand that radio system designs and upgrade plans are based on user needs and are impacted by environmental factors and regulatory requirements. Our team brings valuable insights from radio deployments and emergency response operations across the U.S. Because we have implemented numerous systems, our analyses and recommendations are practical and minimize risks. Our team has extensive experience conducting assessments, researching, analyzing, and benchmarking market trends and vendor technology roadmaps, evaluating industry best practices, and evaluating the expected technical, operational, and budgetary impact of radio communication delivery scenarios. We will provide technical advice and guide the City through the process of determining the right approach, unique to your situation. Our team’s technical knowledge base includes the following:

Land Mobile Radio Systems	Land Mobile Radio Technologies
<ul style="list-style-type: none"> • Trunked • Conventional • Simulcast • Multicast • Analog • Digital • Hybrid • Interoperability overlays • Dispatch consoles • Logging recorders • Communications sites and towers • Emergency/standby power systems • Wide area warning • Distributed Antenna Systems (DAS) • Bi-directional amplifiers (BDA) • Alerting (Personnel & Station) • External system interfaces 	<ul style="list-style-type: none"> • APCO TIA Project 25 (P25) Phase 1 and Phase 2 • Inter Radio Frequency (RF) Subsystem Interface (ISSI) • Console Subsystem Interface (CSSI) • Digital Fixed Station Interface (DFSI) • Digital Mobile Radio (DMR) • Applications Interface (AIS) • Next Generation Digital Narrowband (NXDN) • Terrestrial Trunked Radio (TETRA) • Legacy Analog FM • Analog/Digital One-Way Paging • Telemetry • Supervisory Control and Data Acquisition (SCADA) • Radio over IP (RoIP) • Encryption



Frequency Bands	Broadband/Advanced Wireless Technologies/Transport	Manufacturers' Systems and Equipment Evaluated and/or Procured from FE's Specifications	
<ul style="list-style-type: none"> • Low band • VHF • UHF • 700/800 MHz • 900 MHz • 2.4, 4.9, 5.8 GHz • 6/12/18 GHZ (Microwave) • CBRS • Other licensed and unlicensed bands 	<ul style="list-style-type: none"> • LTE/FirstNet • Private LTE (PLTE) • PTT over Broadband • Cellular and Wi-Fi • WiMAX • Wi-Fi • LORAWAN • LTE Cat M • NB-IoT • Microwave • Optical fiber • Leased transport • MPLS 	<ul style="list-style-type: none"> • ATT • Aviat • Avtec • BK Technologies • Catalyst • Codan • EF Johnson • ESChat • Icom • JPS • JVC/Kenwood • L3Harris • Lumen 	<ul style="list-style-type: none"> • MNI • Motorola • Nokia • Omnitronics • Raven • T-Mobile • Tait • Tango Tango • Technisonic • Verizon • Zello • Zetron

FE has extensive experience in providing radio communications consulting services in the State of California. With this experience, we know how to assess if systems and facilities are robust enough to withstand a major event (seismic, fire, terrorist, or other disaster, either manmade or natural). We have successfully provided consulting services to the following California clients and understand the system design, environmental, and regulatory requirements unique to the state.

CALIFORNIA CLIENT AGENCIES

<ul style="list-style-type: none"> • Berkeley, City of • California, State of • Contra Costa County • Del Norte County • El Dorado Hills, City of • Hayward, City of • Hollister, City of • Kern County • Los Angeles, City of • Los Angeles Dept. of Water and Power • Los Angeles Unified School District • LA-RICS, Los Angeles 	<ul style="list-style-type: none"> • Lompoc, City of • Marin County • Merced County • Mono County • Monterey County • North County Joint Powers Authority • Oakland, City of • Piedmont, City of • Redwood Empire Dispatch Communications Authority (REDCOM) • San Diego, City of • San Diego County 	<ul style="list-style-type: none"> • San Francisco, City and County • San Francisco Airport • San Francisco Bay Area Regional Interoperable Communications System (BayRICS) • San Mateo County • Santa Barbara County • Santa Cruz County • Santa Monica, City of • Simi Valley, City of • Tuolumne Band of Me-Wuk Indians • Ventura, City of • Yuba City, City of
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The following chart highlights recent experience on projects that involved: 1) comprehensive radio communications assessments, 2) strategic planning for communications upgrades to enhance public safety operations and interoperability; 3) coverage, spectrum, and interference analyses, conceptual design, and requirements of conventional and P25 interoperable radio systems; 4) procurement oversight including vendor evaluations and contract negotiations; and 5) technical coordination and oversight of vendors during construction and system implementation.

PUBLIC SAFETY RADIO COMMUNICATIONS CONSULTING PROJECTS										
CLIENT	PROJECT DESCRIPTION		Needs Assessment	Site Surveys	Coverage Analysis	Technical Specifications	Procurement Support	Vendor Proposal Evaluation	Contract Negotiations	Implementation Support
San Diego County, CA	Radio Communications Study		Dates: 2010-2020							
	<ul style="list-style-type: none"> P25 Interoperability 	<ul style="list-style-type: none"> 700/800 MHz Regional communications 	✓	✓	✓	✓	✓	✓	✓	
San Mateo County, CA	Land Mobile Radio and Microwave Consulting		Dates: 2023-ongoing							
	<ul style="list-style-type: none"> Digital Microwave Backhaul 	<ul style="list-style-type: none"> VHF/UHF Project 25 	✓	✓	✓	✓	✓	✓	✓	
Marin County, CA	Radio Communications Consulting		Dates: 2015-2022							
	<ul style="list-style-type: none"> 700 MHz P25 Motorola SmartZone 	<ul style="list-style-type: none"> Trunked UHF 	✓	✓	✓	✓	✓	✓	✓	
San Francisco, City/County, CA	800 MHz Public Safety Radio Replacement		Dates: 2014-2021							
	<ul style="list-style-type: none"> 700 / 800 MHz P25 Phase 2 	<ul style="list-style-type: none"> Motorola SmartZone P25 	✓	✓	✓	✓	✓	✓	✓	



PUBLIC SAFETY RADIO COMMUNICATIONS CONSULTING PROJECTS										
CLIENT	PROJECT DESCRIPTION		Needs Assessment	Site Surveys	Coverage Analysis	Technical Specifications	Procurement Support	Vendor Proposal Evaluation	Contract Negotiations	Implementation Support
Alachua County, FL	Public Safety Radio System Consulting		Dates: 2017-ongoing							
	<ul style="list-style-type: none"> 800 MHz Trunked Simulcast 	<ul style="list-style-type: none"> P25 Motorola 	✓	✓	✓	✓	✓	✓	✓	
Lee County, FL	P25 Radio Communications Consulting		Dates: 2017-2020							
	<ul style="list-style-type: none"> 700 / 800 MHz P25 Simulcast Motorola Smartnet/ SmartZone 	<ul style="list-style-type: none"> Digital / analog VHF/UHF Fiber optic/microwave 	✓	✓	✓	✓	✓	✓	✓	
Florida, State of	SLERS-2 Radio Upgrade: Business Case, Procurement, Implementation		Dates: 2020-ongoing							
	<ul style="list-style-type: none"> L3Harris APCO P25 	<ul style="list-style-type: none"> 700/800 MHz 	✓		✓	✓	✓			✓
Pinal County, AZ	Public Safety Radio System Consulting		Dates: 2010-2021							
	<ul style="list-style-type: none"> Land mobile radio VHF/UHF P25 700 MHz trunked system; 800 MHz 	<ul style="list-style-type: none"> Paging Recording systems CAD/RMS 	✓	✓	✓		✓			✓
Santa Barbara County, CA	Public Safety Radio System Consulting		Dates: 2017-2024							
	<ul style="list-style-type: none"> 800 MHz VHF/UHF 	<ul style="list-style-type: none"> Motorola/Alcatel Microwave 	✓		✓	✓	✓			✓



PUBLIC SAFETY RADIO COMMUNICATIONS CONSULTING PROJECTS										
CLIENT	PROJECT DESCRIPTION	Needs Assessment	Site Surveys	Coverage Analysis	Technical Specifications	Procurement Support	Vendor Proposal Evaluation	Contract Negotiations	Implementation Support	
Monroe County, NY	Radio Communications Consulting Services	Dates: 2023-ongoing								
	<ul style="list-style-type: none"> P25 Phase 2 7/800 MHz Trunked radio system VHF analog simplex UHF P25 digital repeated State and federal interoperable system Digital paging Analog paging 	✓	✓	✓	✓	✓	✓	✓	✓	✓
Utah Communications Authority	Statewide Public Safety Radio System Consulting	Dates: 2018-2024								
	<ul style="list-style-type: none"> 700/800 MHz P25 Analog/digital Trunked 	✓	✓	✓	✓	✓	✓	✓	✓	✓

b. Statement of interest in providing these as-needed consulting services

FE acknowledges that the City of San Diego is seeking technical support and consulting services for its comprehensive public safety communications infrastructure. *FE* understands that task orders will be issued on an as-needed basis and we are interested in providing consulting services to the City in all the following areas as described in Exhibit B of the RFP:

- ✓ **Document and System Reviews:** *FE* will conduct independent, unbiased, and thorough reviews of vendor responses, documents, test plans, and maintenance agreements. As applicable, *FE* will review and recommend optimizations for system and network design, evaluating vendor designs and plans to upgrade or enhance coverage, capacity, features, functions, and resiliency, while also advising on service and support plans to align with City requirements. In addition, *FE* will prepare executive and user-focused status reports and presentations, both written and oral, detailing program progress, issues, risks, and resource needs.
- ✓ **Interference Investigation and Recommendation:** *FE* will review vendor proposed designs, procedures, methods, and reports to detect and analyze interference affecting microwave, land-mobile radio, and LTE networks. *FE* may also support direct efforts to identify the source using techniques like real-time spectrum analysis and will provide expert recommendations to eliminate or mitigate these interference issues. By applying industry best practices such as propagation and interference analysis, spectrum monitoring, and RF link performance assessment, *FE* will guide the City in efforts to resolve any signal disruptions.



- ✓ **FCC/Regulatory Support:** *FE*'s Spectrum Center of Excellence (SCOE) serves clients by assisting in spectrum and regulatory matters. *FE* will provide oversight of the vendor's licensing administration including tracking renewals, modifications, construction extensions, and support new license acquisitions, as well as researching potential new frequencies and responding to inter-agency coordination requests. Our RF engineer will proactively monitor regulatory updates from the FCC, APCO, and NPSTC to assess impacts on system functionality and future integration.
- ✓ **Link Analysis and Path Study:** *FE* will provide a comprehensive suite of services, including project management, link and path analysis, and FCC regulatory support, and equipment compliance reviews. *FE* services include site and physical path surveys to determine the viability of radio paths. We utilize data from surveys to produce radio path profiles and path calculations to evaluate vendor wireless system designs adhere to specified requirements.
- ✓ **Systems Consulting:** *FE* will conduct a needs assessment and gap analysis, perform network assessments, and develop technical specifications for enhancements. We will engage stakeholders to capture user requirements and strategically plan system upgrades or replacements, including conceptual design and RF coverage analysis. *FE* provides radio propagation analysis, site evaluations with recommendations, integration and compliance review for P25 equipment, and development of plans for system backup, disaster recovery, and restoration. Additionally, *FE* will evaluate technologies, including DAS/BDA/ERRCS solutions, for enhanced in-building and underground coverage.
- ✓ **Systems Design and Implementation:** *FE* will create a conceptual system design that includes system configuration and sites, coverage maps, pros/cons of configurations/sites, and high-level budgetary cost estimates. We will identify tower sites, equipment architecture, system type, and connectivity for a recommended conceptual design to address the City's requirements for configuration, spectrum, backhaul, and reliability. *FE* will lead vendor evaluation and negotiations, manage project implementation, and oversee overall system operations, including digital transformation efforts and software support.
- ✓ **Land Mobile Radio and Wireless Technologies:** *FE* has demonstrated expertise across all critical radio system architectures, such as simulcast, multicast, trunked, repeated, voted/steered systems, and in-building coverage enhancements through DAS and BDA installations. *FE* can address compatibility and performance across all frequency bands including assessing fire station alerting requirements for comprehensive, reliable public safety communications.
- ✓ **Project Management and Systems Implementation:** *FE* has developed a methodical and refined approach to managing projects that align with the respected Project Management Institute (PMI) process as documented in the *Project Management Body of Knowledge (PMBOK)*. Our dedicated project directors and project managers provide comprehensive oversight from planning and scope definition to procurement strategy, milestone tracking, and technical management throughout the implementation process. Many of our project managers are certified Project Management Professionals (PMP). We have developed the tools, skillsets, and methodologies necessary to deliver practical, affordable consulting solutions to effectively meet the needs of our clients at the lowest cost.



- ✓ **FCC Licensing Services:** *FE* will support all aspects of frequency management from identifying, assessing, and acquiring new frequencies to managing FCC license submissions and renewals. We will support regional planning as needed, assist with inter-agency concurrence requests (letters of concurrence), and monitor regulatory updates for ongoing compliance and operational readiness.
- ✓ **Grant Assistance and Strategic Plan & Fund Guidance:** *FE* will help agencies develop strategic technology plans and interoperable communications plans. *FE* has extensive experience working on projects funded by local, state, and federal grants and understand the additional challenges involved in these projects. We will work with City agencies to meet the reporting and task-based requirements outlined by the grant holder. Our services include helping clients identify grant funding sources and developing applications to fund the implementation of recommended solutions. We continually monitor grants specific to public safety initiatives and will advise City agencies regarding project timelines to take the best advantage of grant opportunity cycles.
- ✓ **Documentation and Radio Programming Tasks:** *FE's* standard implementation support includes assistance with programming templates and system configuration, as well as programming support when requested. Prior to becoming independent consultants, several of our technical staff acquired hands-on experience as radio engineers for vendors, independent radio shops, and public safety agencies, where they regularly programmed and installed fixed, mobile, and portable radio equipment and managed radio databases. *FE* can also address mutual aid coordination by managing authorization letters and programming protocols.
- ✓ **Additional Technical Services:** *FE* has expertise available to assist in the following additional technical initiatives that the City may require.
 - Network addressing plan development
 - Fiber optic network design and redundancy
 - Future expansion of communication systems and potential impact on existing services
 - Equipment compliance with technical standards
 - Compliance with technical requirements and interconnection processes
 - Network capacity planning
 - Cybersecurity analysis including pen testing
 - IP network design and interface with other enterprise networks
 - Application integration, testing, and deployment (ROIP, LTE, MCPTT, and others)
 - CAD/RMS/GIS/AVL systems analyses and upgrades
 - Network roaming/handoff between City LMR and commercial LTE services
 - Network roaming/interconnectivity to other LMR networks
 - Network administration and system maintenance best practices on regional systems
 - Enhanced interoperability with neighboring entities/leverage regional infrastructure
 - Coordination with project stakeholders
 - Awareness of current and emerging trends in technology/technical roadmaps
 - Identification of metrics and trends, systemic root causes, and process improvements
 - Senior-level management presentations



c. Primary point of contact (name, title, phone, email)

Ronald F. Bosco
 President and Chief Executive Officer
 Phone: 703-359-8200
 Email: rbosco@fedeng.com

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.

Tower Engineering Professionals, Inc. (TEP):
FE is teaming with our long-time strategic partner, Tower Engineering Professionals, Inc. (TEP). *FE* and TEP have partnered on several projects together in the last three years. Below is one example of our recent work together.

Project Example: State of Florida - Statewide Law Enforcement Radio System (SLERS) (2024-2025)	
FE Roles and Services:	The State of Florida contracted with <i>FE</i> to conduct a needs assessment, gap analysis, and develop a business case for a new statewide radio system (SLERS-2) based on P25 Phase 2 digital technology. <i>FE</i> developed a conceptual design to enhance both coverage and capacity, generated statements of work, functional specifications, and procurement documents, analyzed pricing, and reviewed service level agreement requirements to procure the new system. Subsequently, <i>FE</i> was awarded a contract to provide project management and technical support for the SLERS-2 Project 25 system’s multi-year implementation.
TEP Role and Services:	TEP supported <i>FE</i> as the tower structural engineer, assessing multiple existing towers to determine load and ability to support new antenna structures. <i>FE</i> is the lead radio consultant overseeing implementation of the new SLERS radio communications system.

Parsons Government Services Inc. (Parsons IPKeys):
FE is partnering with one of our long-term subconsultants, Parsons Government Services Inc. (Parsons IPKeys). *FE* and Parsons IPKeys have partnered on several projects together in the last three years. Below is one example of our recent work together.

Project Example: Puget Sound Emergency Radio Network (PSERN), WA - MPLS Analysis (2025)	
FE Roles and Services:	<i>FE</i> was awarded a master contract by PSERN to respond to work orders in support of PSERN’s extensive radio and microwave network, including extensive inbuilding network amplifiers. In this project, <i>FE</i> provided project management oversight of the project team and deliverables.
Parsons Role and Services:	Parsons IPKeys staff was the lead network engineer on the project. Services included an analysis the current state of PSERN’s MPLS network, assessment of its alignment with industry best practices, recommendations for optimization and redundancy, including feasibility of satellite backup links, training templates and an in-person training session on network management, and technical support on MPLS link programming for PSERN’s T1-to-Ethernet transition, working closely with Motorola.



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

Tower Engineering Professionals, Inc. (TEP):

Since its 1997 inception, TEP has inspected, mapped, analyzed, engineered, designed, modified, upgraded, and constructed more than 50,000 public safety mobile radio towers, cell towers, broadcast towers, water towers, elevated signs, rooftops, and telecommunications sites across North America and the Caribbean, the Middle East, and Africa. TEP is a multi-service provider of tower and communication site build services supporting clients nationwide. TEP maintains structural, civil, mechanical, electrical, and geotechnical engineering departments staffed with highly skilled engineers who possess the knowledge and experience to produce designs that meet or exceed the most comprehensive of requirements. TEP possesses a comprehensive understanding of the requirements for new site construction, existing site modification, and expansion and the complexities inherent to both. TEP has supported government agencies, all major wireless carriers, many large tower infrastructure owners and other companies with new towers, tower modifications, and related communication structure assessment, mapping, design, and construction. TEP designs and constructs towers for both fixed and transportable environments. Its engineers are regularly asked to develop designs for both standard and non-standard tower configurations to meet operational requirements at locations that are less than hospitable due to various environmental factors such as weather and terrain.

Parsons Government Services Inc. (Parsons IPKeys):

Since 2005, IPKeys has provided technology solutions and engineering and integration services to the transportation, municipal and public safety sectors. Subject matter experts have in-depth experience and knowledge working for government agencies implementing, migrating, and sustaining enterprise IT systems and broadband wireless and wireline networks. Parsons Corporation acquired IPKeys Power Partners in April 2023, managed as a separate division. Parsons IPKeys is experienced in providing engineering services in support of customer management and deployment of multi-protocol label switching (MPLS) IP ethernet networks, critical applications transport, as well as in infrastructure and services for applications and equipment used by first responder networks. What sets Parsons IPKeys apart from other engineering services firms is a deep understanding of wide-area networking in public safety LMR, both legacy systems and new P25 systems. Parsons IPKeys offers expert-level understanding of the requirements of these systems, the network performance requirements to support these systems, and the complexities of integrating systems and nuances of enterprise networks.



JH Tech, Inc.:

This is **FE's** first project with JH Tech, a certified SLBE, SBE, and WBE/MBE firm specializing in IT and network engineering services. Based in San Diego County, JH Tech comes highly recommended with references from their clients, including the City of San Diego and the San Diego County Sheriff's Department. JH Tech helps government and commercial entities evaluate IT environment and processes, identify viable solutions, and develop technological approaches aligned with operational objectives. With over 25 years of experience leading IT projects, JH Tech has the expertise and proven results to facilitate modernization and business transformation of large-scale technology environments. Company founder Jayanthy (Jay) Haripriyan has more than 20 years' experience leading enterprise IT service strategies with a focus on technology and network engineering, while providing leadership and management to ensure alignment, accountability, and successful delivery of IT initiatives.



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
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Since our founding in 1983, **FE** has grown to 50 experienced project managers, consultants, technologists, technicians, and subject matter experts. **FE** has carefully selected a project team of subject matter experts with extensive qualifications to deliver public safety communications consulting services to the City. The team's strength comes from hands-on experience working in public safety environments; we know and understand the issues, challenges, and risks agencies face with public safety radio communications projects from a user's perspective.

Our proposed project team, listed below, is experienced in working with multiple jurisdictions and multiple disciplines in all aspects of radio technology, including LTE/LMR networks and P25 systems, interoperability, microwave/MPLS networks, tower/radio site management, link analysis and path studies, interference investigation and recommendations, FCC/regulatory support, technology upgrades, and systems integration



oversight. The personnel proposed for this project have previously assisted numerous clients with requirements similar to yours. Our key personnel have worked together for over 10 years and will guide the City in determining the right solution that is customized for your unique environment.

Senior Consultant/Engagement Lead

Luis Camarillo

Mr. Luis Camarillo is a certified Telecommunications Engineer with 20 years of hands-on experience in cellular communications, information technology, land mobile radio, and microwave networks. He has extensive experience with documentation review, tower and radio site surveys and management, requirements discovery, product lifecycle evaluation, coverage analysis, capacity studies, and budgetary cost estimates. Mr. Camarillo has worked with dozens of clients on various types of citywide, countywide, and statewide voice and data systems to achieve interoperability across multiple jurisdictions. He develops functional specifications for radio and backhaul system RFPs, evaluates vendor proposals, and provides implementation support, including detailed design review, factory testing, installation inspections, coverage testing, and system acceptance.

Project Manager

David Mortimer, PMP, ENP

Mr. David Mortimer, PMP, ENP, is an experienced Project Management Professional (PMP), whose experience includes extensive work managing radio projects across California. His technical expertise includes 700/800 MHz, P25 Phase 1 and 2, VHF/UHF, LTE, and analog technologies. He has performed system assessments, developed recommendations and conceptual designs, assisted with procurement, and supervised implementation. As project manager, Mr. Mortimer will facilitate meetings and calls, track and document progress, identify issues or risks, and develop mitigation strategies as needed. He has been the project manager working with radio system upgrades for the City and County of San Francisco and Marin County for the past several years.

RF Engineer

Julian Duran

Mr. Julian Duran has 11 years of experience in FCC/Regulatory support and RF coverage design of public safety mission-critical radio networks, GIS and voice/data traffic analysis, and system design of large-scale wireless networks. Prior to joining **FE**, he worked for Motorola Solutions for eleven years in pre- and post-sales engineering for state, local, and federal markets with the Central Coverage Design Team, tasked with coverage prediction and optimization for multiple projects ranging from small DMR systems to countywide P25 systems. He has extensive experience with best practices that follow TIA TSB-88 standards for public safety radio coverage design and optimization, RF propagation prediction software tools, frequency reuse studies, licensing support, and microwave best practice guidelines.

RF Technician

Terry Forehand

Mr. Forehand has over 25 years in designing, implementing, managing, and maintaining land mobile communications systems for the United States Army, local government, and private enterprises. His experience includes conventional and trunking P25 systems, broadband systems, and microwave networks. Mr. Forehand's project management and technical experience with these systems includes system lifecycle analysis, equipment refresh/upgrades, tower and radio site management, conceptual design, procurement, contract negotiations, implementation oversight, independent system verification, final documentation reviews, and oversight of warranty and post-warranty services.



Network Engineer

Dan Havens

Mr. Dan Havens is an information technology engineer with over 35 years of experience specializing in a variety of leading-edge technologies. Mr. Havens has designed, implemented, and maintained nationwide MPLS networks supporting mission-critical public safety radio systems to provide high availability, low latency, and QoS prioritization for voice and data traffic. He has integrated IP/MPLS transport layers with legacy and next-generation LMR technologies (e.g., P25 trunked/conventional), optimizing performance and reliability for emergency responder communication systems. He is a 24-year CCIE 4584, well versed in Cisco, Juniper, Nokia and several manufacturers and technologies.

Tower Structural Engineer

Andrew Haldane, P.E.

Mr. Andrew Haldane, P.E., G.C., G.W.I., is a structural engineer with extensive experience in structural engineering, civil engineering, site acquisition, tower site management, and land surveying. He will provide structural analysis services for this project, with support as needed for site survey and civil engineering. He is a licensed professional engineer in over 20 states, including California.

Network Data Analyst

Jay Haripriyan

Ms. Jay Haripriyan has more than 20 years' experience leading enterprise IT service strategies with a focus on technology and network engineering, while providing leadership and management to ensure alignment, accountability, and successful delivery of IT initiatives.

Executive Leadership and Oversight

Rajit Jhaver, Associate Vice President/Director
Brad Barber, Vice President
Ronald F. Bosco, President/CEO
John E. Murray, Executive VP/COO

Mr. Rajit Jhaver will be the project director. Mr. Jhaver will direct project resources to meet project schedules and objectives. He will regularly review project progress reports and make appropriate adjustments throughout the project lifecycle to complete tasks and deliverables on time, within budget, and to the client's satisfaction. Mr. Jhaver will work closely with the **FE** project manager and is responsible for the project's overall success.

Vice President Brad Barber will provide executive oversight for this project and serve as a point of management escalation, if ever needed. In addition, **FE** Executive Vice President and COO, Mr. John E. Murray, will provide independent review and quality assurance of deliverables through executive management oversight. As President and CEO, Mr. Ronald F. Bosco, participates in project reviews and the quality assurance process. The services of Mr. Murray and Mr. Bosco are provided at no charge to the City.



The following chart summarizes the project team’s technical expertise.

Team Members	Interoperability	Microwave MPLS Networks	Tower / Radio Site Management	FCC / Regulatory Support	Life Cycle Support Technology Refresh	Additional Experience Related to Scope of Services
Luis Camarillo Senior Consultant/Engagement Lead	✓	✓	✓	✓	✓	✓
David Mortimer, PMP, ENP Project Manager	✓	✓	✓	✓	✓	✓
Julian Duran RF Engineer	✓	✓	✓	✓		✓
Terry Forehand RF Technician	✓	✓	✓	✓	✓	✓
Dan Havens Network Engineer	✓	✓			✓	✓
Andrew Haldane, P.E. Tower Structural Engineer			✓			✓
Jay Haripriyan Network Data Analyst					✓	✓
Rajit Jhaver Project Director	✓	✓	✓	✓	✓	✓

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
- RF Technician

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.



City of San Diego, California
Public Safety Communications Consulting Services

Resumes for the proposed team members are provided at the end of this section, listing each person’s education, experience, applicable professional credentials, and examples of professional experience related to the services required to complete the City’s project. The table below summarizes three examples of relevant projects, roles, and project dates for each team member. These projects, as well as those highlighted on their resumes, demonstrate each team member’s understanding of the requested scope of services and experience with interoperability, microwave/MPLS networks, tower/radio site management, FCC regulatory support, life cycle management/technology refresh, and other relevant expertise. To make proper recommendations regarding public safety communications requires knowledge of both the technology and the various regulations and procedures that govern communications. Each of our team members has worked with first responders at the state and local levels.

Name	Project Example, Dates, Role on Project
Luis Camarillo Federal Engineering, Inc.	<ul style="list-style-type: none"> • San Diego, CA: Public Safety Communications Consulting (2010-2017) - P25 Technical Lead Consultant • Arapahoe County, CO: Public Safety Regional Radio Consolidation (2023-2024) – P25 Technical Lead • Santa Barbara County, CA: Public Safety Radio Consulting Services (2017-2024) - P25 Technical Lead
David Mortimer, PMP Federal Engineering, Inc.	<ul style="list-style-type: none"> • City and County of San Francisco, CA: 800 MHz Radio Replacement (201-2021) – Project Manager • Marin County, CA: Emergency Radio Authority: Radio Communications Consulting (2015-2022) – Project Manager • San Mateo County, CA: Microwave and LMR Project Management Consulting (2023–ongoing) – Project Manager
Julian Duran Federal Engineering, Inc.	<ul style="list-style-type: none"> • State of Florida: Statewide Law Enforcement Radio System (SLERS) (2020-ongoing) – RF Engineer • Santa Fe County, NM: Public Safety Radio Consulting Services (2017-2019) – RF Engineer • State of Utah: Public Safety Communications Network (2017-2024) – RF Engineer
Terry Forehand Federal Engineering, Inc.	<ul style="list-style-type: none"> • Marin County, CA: P25 Wireless Communications Consulting (2015-2020) - LMR Consultant/RF Technician • Monroe County, NY: Radio Communications Consulting (2021-ongoing) – LMR Consultant/RF Technician • Albuquerque, NM: LMR Radio Consulting (2015-2019) – LMR Consultant/RF Technician
Andrew Haldane, PE Tower Engineering Professionals, Inc. (TEP)	<ul style="list-style-type: none"> • Florida: Statewide Law Enforcement Radio System Tower Structural Analysis (2020-ongoing) – Structural Engineer • U.S. Secret Service, Washington D.C. Facility Structural Analysis (2024) - Structural Engineer • U.S. Customs & Border Patrol: Remote Surveillance System – Structural Engineer
Dan Havens Parsons Government Services Inc. (Parsons IPKeys)	<ul style="list-style-type: none"> • State of Florida: Statewide Law Enforcement Radio System (SLERS) (2020-ongoing) – Network Engineer • Puget Sound Emergency Radio Network (PSERN), WA (2023-ongoing) – Network Engineer • Pierce County, WA: Emergency Communications Network – Network Engineer
Jay Haripriyan JH Tech San Diego SLBE	<ul style="list-style-type: none"> • San Diego, CA: Organizational/ITIL Operational Efficiency Consulting • San Diego County Sheriff, CA: Organizational/ITIL and Operational Efficiency Consulting • San Diego, CA: IT Consulting for the City Employee Retirement System (SDCERS)
Rajit Jhaver Federal Engineering, Inc.	<ul style="list-style-type: none"> • San Diego, CA: Public Safety Communications Consulting (2010-2017) - Project Director/Asst. Vice President • Los Angeles, CA Regional Interoperable Communications LMR Consulting (2012-2021) - Project Director/AVP • City and County of San Francisco, CA: Public Safety Radio Consulting Services (2014-2021) - Project Director/AVP



Luis Camarillo

Senior Consultant/Engagement Lead



Mr. Luis Camarillo is a Certified Telecommunications Engineer with 20 years of hands-on experience in cellular communications, information technology, land mobile radio, and backhaul networks. He has extensive experience with documentation review, site surveys, requirements discovery, product lifecycle evaluation, coverage analysis, capacity studies, and budgetary cost estimates. Mr. Camarillo has worked with dozens of clients on various types of citywide, countywide, and statewide voice and data systems. He develops functional specifications for radio and backhaul system RFPs and evaluates vendor proposals with a focus on design, compliance, and pricing. Mr. Camarillo engages heavily in implementation support including detailed design review, factory testing, installation inspections, coverage testing, and system acceptance.

Areas of Expertise

- Long-term evolution
- Public safety mobile radio
- Wireless communications
- RF propagation analysis
- VoIP disaster recovery
- Traffic engineering theory
- Electronic circuit analysis
- Engineering management
- Information technology
- Network management

Education and Training

- M.S., Telecom and Information Engineering, Southern Methodist University
- B.S., Telecom Engineering Technology, Texas A&M University

Professional Organizations

- Institute of Electrical and Electronics Engineers
- International Association for Radio, Telecommunications and Electromagnetics

Project Experience

State/Regional Experience

- Arizona statewide public service wireless communications system assessment, design, and implementation
- California Bay Area regional interoperable communications system P25 radio engineering interoperability program
- Colorado statewide DTR assessment, microwave assessment and microwave backhaul network procurement support

City/County Experience

- Arapahoe County, CO regional radio consolidation
- City and County of Denver, CO public safety radio consulting
- Denver County, CO public safety radio consulting
- Bridgeport, CT LMR analysis
- Simsbury, CT public safety radio system analysis
- Nome, AK police and emergency services 9-1-1 and radio system consulting
- Merced County, CA interoperability communications study, procurement and implementation support
- Mono County, CA LMR consulting
- Santa Barbara County, CA LMR implementation support add-on and public safety radio system replacement
- Casa Grande, AZ radio system procurement and implementation system
- Navajo County, AZ communications roadmap consulting
- Del Norte, CA – Interoperability communications assessment and plan
- Kern County, CA Public safety microwave system specifications and implementation and additional procurement services
- San Diego, CA Public safety radio communications system assessment, design, procurement and implementation



David Mortimer, PMP, ENP

Project Manager



David Mortimer has 18 years of project management experience and is adept at managing projects from goal setting and planning to testing and completion. He is an expert in processes and best practices of project management and is skilled at proactively managing changes in project scope, identifying potential problems, and devising contingency plans. David is proficient at managing multiple projects and applying excellent communication skills to develop client and partner relationships.

Prior to joining **FE**, Mr. Mortimer worked for Harris Corporation and directed all phases of customer engagements, from initiation through completion, including day-to-day operational aspects of projects. He managed budget, schedule, quality, and technical performance of assigned projects, defining project scope, objectives, and deliverables that supported project goals. In addition, Mr. Mortimer introduced new technology, managed project teams, reviewed design drawings, communicated project expectations to team members, and acted as a liaison between design engineers and clients.

Areas of Expertise	Project Experience
<ul style="list-style-type: none"> • Project management • Complex systems management and implementation • Engineering • Process improvement • Procurement and contract negotiations • Risk management • Strategic planning 	<p>State/Regional Experience</p> <ul style="list-style-type: none"> • State of Wisconsin – Statewide radio implementation support <p>City/County Experience</p> <ul style="list-style-type: none"> • Marin County, CA Emergency Radio Authority (MERA) implementation support • San Mateo County, CA Microwave and LMR project management consulting • City and County of San Francisco, CA: 800 MHz Replacement Project <p>Additional Experience</p> <ul style="list-style-type: none"> • Harris Corporation Project Manager. Led design and installation of \$18M digital radio system. Managed nine large multi-year integrated IP networking, radio and cyber security projects. Coordinated stakeholders of project with more than 20 participating agencies. • Siemens Mobility Senior Technical Project Manager. Managed technical, organizational, and operational activities of design, installation, and commissioning teams. Managed multiple diverse stakeholders. Defined project scope, identified implementation gaps, and resolved issues.
<p>Education and Training</p>	
<ul style="list-style-type: none"> • Master of Business Administration, Syracuse University • Bachelor of Science, Electrical Engineering, Brigham Young University • Project Management Professional (PMP) • Advanced Master's Certificate in Project Management 	
<p>Professional Organizations</p>	
<ul style="list-style-type: none"> • Project Management Institute 	



Julian Duran

RF Engineer



Mr. Julian Duran has 11 years of experience in RF coverage design of public safety mission-critical land mobile radio networks, GIS and voice/data traffic analysis, and system design of large-scale wireless networks. Prior to joining *FE*, he worked for Motorola Solutions for eleven years in pre- and post-sales engineering for state, local, and federal markets. For the first five years of his career, Mr. Duran worked with Motorola's Central Coverage Design Team and was tasked with coverage prediction and optimization for multiple pre-sale and post-sale projects ranging from small DMR systems to countywide P25 systems. He has extensive experience with best practices that follow TIA TSB-88 standards for public safety radio coverage design and optimization, RF propagation prediction software tools, frequency reuse studies, and microwave best practice guidelines.

Areas of Expertise

- P25 systems
- DMR systems
- LMR
- Wireless networks
- RF propagation prediction software tools, RF link budget, RF propagation models and frequency reuse studies
- Data and Voice traffic/capacity studies
- Aviat Microwave
- GIS analysis
- Frequency licensing application studies for FCC and Regional Planning Committees filing procedures
- Coverage Acceptance Testing Planning
- TCP/IP networks, routing and switching protocols
- TIA TSB-88 standards for public safety radio coverage end to end design and optimization
- EDX Signal Pro

Education and Training

- M.S., Electrical and Computer Engineering, University of Illinois at Chicago
- Major in Communications, Antennas and RF Propagation
- Bachelor's Degree, Electrical and Electronics Engineering, Polytechnic University of Puerto Rico

Project Experience

State/Regional Experience

- State of Florida SLERS-2 project management
- Utah Communications Authority – LMR implementation
- State of Wisconsin Radio network implementation
- US Secret Service National capital region gap coverage study

City/County Experience

- Town of Winthrop, ME Radio upgrade
- New Haven, CT LMR analysis
- City Scape-Franklin Park, PA Wireless communications plan
- Indiana County, PA On-call technical support
- Town of Collierville, TN Radio consulting
- Elko County, NV Radio system analysis
- Levy County, FL Radio system implementation
- Santa Barbara County, CA Implementation
- Marin Emergency Radio Authority (MERA), CA Implementation
- Santa Cruz County, VA LMR procurement
- Arapahoe County, CO Regional radio consolidation
- Sante Fe County, NM Implementation and RECC radio system conceptual design
- City of Simi Valley, CA Radio system contract negotiations
- Deming, NM Radio system alternatives analysis
- Salt Lake City, UT Government radio system
- Lancaster County, VA Implementation
- Richland, WA VHF system replacement



Terry Forehand

RF Technician



Mr. Forehand has over 25 years in designing, implementing, managing, and maintaining land mobile communications systems for the United States Army, local government, and private enterprises. His experience includes conventional and trunking P25 systems, broadband systems, and microwave networks. As Senior Consultant, Mr. Forehand's project management and technical lead experience with these systems include procurement, contract negotiations, implementation oversight, independent system verification, final documentation reviews and oversight of warranty and post warranty services.

Mr. Forehand previously served as system manager responsible for maintenance and operation of the Nassau County, Florida public safety P25 system. Additional previous experience includes serving as service coordinator for a leading land mobile radio manufacturer's authorized warranty service and repair shop where he was responsible for managing daily operations of service facility that provided service 24-hours a day, seven days a week for public safety and public enterprises.

Areas of Expertise	Project Experience
<ul style="list-style-type: none"> Public safety and private wireless networks Voice and data communications network implementation and acceptance testing Radio system exercise development and execution Radio system budgetary analysis Contract negotiation Project management Oversight of mobile radio and mobile data terminal installations 	<p><i>State/Regional Experience</i></p> <ul style="list-style-type: none"> Gainesville, FL regional utilities 800 MHz radio system consulting State of Utah LMR implementation consulting <p><i>City/County Experience</i></p> <ul style="list-style-type: none"> Avon, CT public safety radio consulting and police headquarters radio tower project Collier County, FL radio system analysis and infrastructure replacement Gainesville, FL radio system enhancement study Nassau County, FL public safety radio procurement, implementation and maintenance Levy County, FL public safety communications consulting Camden County, GA P25 PSMR needs assessment Dawson County, GA radio system upgrade Monroe County, NY LMR integration consulting and radio communications consulting Yadkin County, NC PSMR implementation support and tower inspection services Town of Collierville, TN communications consulting technical support Dinwiddie County, VA radio consulting King and Queen County, VA P25 radio communications system procurement and implementation support Lancaster County, VA implementation support Middlesex County, VA PSMR procurement and implementation support Northumberland County, VA radio system assessment and alternatives analysis report
Education and Training	
<ul style="list-style-type: none"> Radio Repeater Course, U.S. Army Satellite Communications Systems Terminal Maintainer Course, U.S. Army ASTRO 25 Radio System Management, Motorola CENTRACOM Gold Elite Certificate of Achievement, Motorola SmartZone Overview Certificate of Achievement, Motorola ASTRO 25 Integrated V&D Certificate of Completion, Motorola 	
Professional Organizations	
<ul style="list-style-type: none"> Association of Public Safety Communications Officials (APCO) 	



Rajit Jhaver

Associate Vice President / Director



Mr. Jhaver is responsible for providing consulting services for public safety mission-critical voice communications to state and local government customers. His 23 years of experience include designing and implementing communications systems for a major radio vendor as well as independent consultant. His roles include assessing current communications infrastructure and local needs, developing system requirements, and providing design alternatives including cost-benefit analyses for each. Mr. Jhaver has in-depth experience in APCO P25 interoperability standards and design as well as all phases of land mobile radio systems engineering. He is also able to analyze cost/benefits, complete economic analysis for systems and provide strategic planning for radio administrators.

Areas of Expertise	Project Experience
Education and Training	<p><i>State/Regional Experience</i></p> <ul style="list-style-type: none"> • Arizona Public Service Company radio system procurement • Colorado statewide microwave backhaul network procurement support, microwave assessment and DTR assessment • Washington State Patrol LMR system strategic plan <p><i>City/County Experience</i></p> <ul style="list-style-type: none"> • Arapahoe County, CO regional radio consolidation • City and County of Denver, CO public safety radio consulting • Routt County, CO countywide coverage analysis • Avon, CT radio consulting services • Elko County, NV radio system analysis • Deming, NM – Radio system alternatives analysis • Benton County, OR first responder radio and infrastructure assessment • Multnomah County, OR radio consulting • Wallowa County, OR radio consulting and systems analysis • Northumberland County, VA radio system assessment • Racine County, WI radio system upgrade and implementation support • Navajo County, AZ communications roadmap consulting • Pinetop Fire District, Navajo County, AZ coverage analysis • Sedona, AZ PSMR radio system enhancement and VHF radio communications upgrade • Kern County, CA public safety radio and microwave system specifications and implementation and additional procurement services • Santa Cruz County, VA LMR procurement (Z Consulting) • San Mateo County, CA microwave and LMR project management and SME consulting • Ventura, CA radio consulting, procurement and support • Carson City, NV radio consulting services • Washoe County, NV implementation support; support for Nevada shared radio system (NSRA) LMR project • Columbia County, OR radio consulting and procurement
<ul style="list-style-type: none"> • Network design and Implementation • Site assessment • Public safety voice and data communications • Public safety mission critical voice networks 	
Professional Organizations	
<ul style="list-style-type: none"> • M.B.A., Strategy, Finance and Economics with Honors, University of Chicago • B.S., Computer Engineering, University of Toronto, Ontario 	
<ul style="list-style-type: none"> • PTIG Board of Directors 2023-2024 	



Dan Havens

Network Engineer



Mr. Dan Havens is a 35-year information technology engineer specializing in a variety of leading-edge technologies. Mr. Havens has designed, implemented, and maintained nationwide MPLS networks supporting mission-critical public safety LMR systems, ensuring high availability, low latency, and QoS prioritization for voice and data traffic. He has integrated IP/MPLS transport layers with legacy and next-gen LMR technologies (e.g., P25 trunked/conventional), optimizing performance and reliability for emergency responder communication systems. He is also a 24-year CCIE 4584, well versed in Cisco, Juniper, Nokia and several manufacturers and technologies

Areas of Expertise

- EDX wireless modeling and simulation
- CCIE - Routing & Switching, wireless LAN support
- Cisco Wireless LAN Design; IP Communications Support; Cisco Cable Communications; Cisco IP Telephony Design; and Cisco IP Communications Express
- Motorola Canopy and Orthogon Engineer
- Motorola Specialty subcontractor
- Ariba Wireless Engineer
- HF/VHF/UHF radios

Education and Training

- B.S., Engineering, University of Washington
- Novell CNE
- Extreme Certified Engineer
- Fore Systems ATM Engineer
- 3Com Wizard Certification
- Tropos Mesh Certification
- Juniper Certifications

Project Experience

Relevant Experience

- Parsons – Senior Technical Director
 - Designed, implemented, and maintained nationwide MPLS
 - L2VPN and L3VPN services to segment and secure public safety communications
 - Integrated IP/MPLS transport layers with legacy and next-gen LMR technologies (e.g., P25 trunked/conventional)
 - Configured network redundancy and fast reroute mechanisms to meet public safety-grade SLAs
 - Performed root cause analysis and resolution of MPLS network faults and LMR backhaul issues across Nokia 7750, Cisco ASR/ISR, and Juniper MX platforms
 - Collaborated with radio engineers, PSAP administrators, and state/local agencies to ensure end-to-end service integration and regulatory compliance (e.g., NENA, APCO)
- IPKeys Power Partners, Inc. – Principal Engineer
 - Identified and implemented corporate technical direction for all communications products and service offerings.
 - Developed a highly available MPLS transport framework supporting over 200 LTE tower sites
 - Implemented municipal mesh networks to support public safety, Smart Transportation and Smart Grid infrastructures
- Bluebat – Vice President, Engineering
 - Lead technologist including the first installation of layer 3 switches in San Diego
 - Designed and implemented first Navy 802.11 FIPS certified network.
- Comstream – MIS Director
 - Local area network, communications, and department personnel oversight.
- United States Air Force – MIS Director, Software
 - Tested, operated and repaired HF/VHF/UHF radios



Andrew T. Haldane, P.E, G.C., C.W.I

Tower Structural Engineer



Mr. Andrew Haldane has been in the telecommunications industry for more than 20 years. Mr. Haldane is a licensed Professional Engineer in all 50 states, many territories and countries. Additionally, he is a licensed General Contractor in North Carolina and California; an AWS QC1 Certified Welding Inspector; and ENSA Certified Instructor for Tower Climbing Safety and Rescue. Mr. Haldane began his career working in various roles, including completing tower mappings, structural analyses, structural modification designs, civil site designs, and post-construction inspections. Mr. Haldane co-founded Tower Engineering Professionals, Inc. in 1997.

Areas of Expertise

- Tower mappings
- Structural analyses
- Structural modification designs
- Civil site designs
- Post-construction inspections
- Inspections
- Structural engineering
- Regulatory compliance
- Design/Build

Education and Training

- Bachelor of Science, Civil Engineering, Clarkson University
- Licensed Professional Engineer in all 50 states, D.C., PR, CNMI, USVI, Guam, Australia, Queensland, Trinidad & Tobago
- AWS QC1 Certified Weld Instructor
- General Contractor – NC, CA
- Comtrain Certified Tower Climber and Rescuer
- OSHA 10 Hour Certification
- American Heart Association – CPR and First Aid
- Radio Frequency Safety Certification

Project Experience

Relevant Experience

Tower Engineering Professionals, Inc.

- Owner/Chief Engineering Officer
 - Civil / structural design of wireless telecommunication sites, including raw land, co-locate on existing tower, existing water tank, and existing building rooftop.
 - Field investigations to determine optimum location for ground equipment, coaxial cables and antennas
 - Construction drawings with site, grading, landscaping, equipment foundation, soil and erosion control, grounding, and utility routing plans
 - Tower mapping including climbing towers to measure and record all structural members and connections, antennas, mounts, and coaxial cables and other appurtenances
 - Structural analysis of tower using hand calculations and computer modeling
 - Structural modifications to tower and foundation.
 - Tower and foundation modification design drawings
 - Post-construction inspection of site including as-built survey of compound, structural inspection of tower, and grounding resistivity testing

KCI Technologies

- Civil/structural design of wireless telecommunication sites, including raw land, co-located on existing tower, existing water tank, and existing building rooftop.
- Field investigations of sites to determine optimum location for ground equipment, coaxial cables and antennas
- Structural analysis of tower using hand calculations and computer modeling
- Structural modifications to towers and foundations
- Tower and foundation modification design drawings
- Post-construction inspection of sites



Jayanthy (Jay) Haripriyan

Data Network Analyst



Ms. Jay Haripriyan is a technology services executive with over 20 years of experience leading enterprise information technology service strategies, information services technology library (ITIL) service management and organizational consulting. Ms. Haripriyan has proven success serving state and local government clients, developing operational frameworks based on ITIL, delivering efficiency improvements and transforming service organizations into high-performance units through automation and KPI governance.

Areas of Expertise

- Leadership and strategy
- P&L management
- Public sector engagement RFP development
- Contract negotiation
- Customer relationship
- Vendor management
- Organizational change management
- Service sales, delivery & operations: ITIL, Lean, ISO, KPI management, SLA adherence,
- Technology expertise: ITIL practitioner, cloud migration, utilization, data center infrastructure services, monitoring, NOC services,
- Tools and platforms: Microsoft stack, ServiceNow, O365, Azure, SharePoint adoption for automation in public sector

Education and Training

- M.S. Computer & Information Science, New Jersey Institute of Technology, Newark, NJ
- B.S. Computer Science & Engineering, University of Madras, Chennai, India
- ITIL v3 Foundation
- ISO 9001 Lead Auditor (IRCA)
- Sun Partner Certification Auditor

Project Experience

Relevant Experience

- JH Tech, Founder and CEO
 - WOSB, WBE, MBE, SLBE certified firm providing ITSM consulting and project management services to public sector clients
 - P&L, bidding, contract scoping, and government procurement
 - Leading organizational initiatives to improve service delivery, optimize workflows for state and local government clients in the San Diego region
- Burwood Group, Director of Operations
 - Led 24x7 managed services operations
 - Increased customer satisfaction and profitability through automation and ITIL-based process improvements
 - Set up governance and KPIs to support scalable service delivery for public sector clients
- Microsoft Corporation
 - Senior Program Manager - Designed and delivered customer-centric services portal using Agile practices
 - Engagement Manager - Managed multimillion-dollar infrastructure/software projects for government and education clients
 - Director, North America Service Line - Increased customer satisfaction through ITIL/Lean-based service experience improvements
 - Technical Account Manager - Drove regional revenue growth by 50% through cloud and infrastructure modernization
 - Senior Program Manager - Built Microsoft's internal IT Service Catalog



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 	<ul style="list-style-type: none"> a. Name: County of San Diego, California b. Contact Name and Role: David Brooks, Wireless Services Division Manager c. Contact Details: Email: david.brooks@sdssheriff.org /Phone: 619-643-1388 e. Location: 555 Overland Avenue #5101, San Diego, CA 92123 f. Contract Amount: \$5,500,000 g. Description of Services: <i>FE</i> performed an in-depth assessment of the current communications infrastructure and reviewed the original system proposal documentation, subsystem level equipment documentation, and as-built drawings. <i>FE</i> also assessed the needs of the county’s Wireless Services Division (WSD) maintenance organization for compliance with current industry standards. Existing P25 technologies and features were evaluated, associated backhaul needs assessed, the county’s future requirements defined and validated, and viable design alternative solutions defined for a new P25 system, a conventional network, and backhaul for the region. <i>FE</i> also conducted an in-depth assessment of the existing RCS infrastructure equipment and associated subscriber units to determine the degree to which existing equipment can be reused to support the new P25 trunked communications system. <p><i>FE</i> developed technical specifications for use in a competitive RFP and provided full system installation and implementation oversight services, supervising the radio system vendor on behalf of the region. <i>FE</i> continued to support the project by producing briefs that facilitated complex discussions with the RCS Board of Directors and county personnel responsible for devising an acceptable strategy for funding the new system. <i>FE</i>’s continued support and detailed knowledge of the RCS enabled the county to be well represented through implementation and migration to the next generation system.</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 	<ul style="list-style-type: none"> a. Name: City and County of San Francisco, California b. Contact Name and Role: Michelle Geddes, Chief Information Officer, Dept. of Emergency Management c. Contact Details: Email: michelle.geddes@sfgov.org / Phone: 415-558-3800 e. Location: 1011 Turk Street, San Francisco, CA 94102 f. Contract Amount: \$3,300,000 g. Description of Services: The City and County of San Francisco selected FE to assess alternatives for and upgrading its 8-site 800MHz Citywide Emergency Radio System (CERS) and evaluating options for the 4-site analog 800 MHz Public Service Emergency Radio System (PSERS). The City/County benefited from two other radio systems that had recently been upgraded to P25, the San Francisco Municipal Transportation Agency’s (SFMTA) 700MHz P25 Phase 2 four-site trunked simulcast system and three-site 800 MHz OpenSky system and the San Francisco International Airport’s (SFO) two-site 700 MHz P25 system. Options for the CERS and PERS included integration with these networks. The resulting system design included interoperability among local agencies, surrounding counties, the region, state networks, federal networks, and other critical infrastructure entities (such as the Golden Gate Bridge and the Bay Bridge). FE conducted a full systems development cycle from existing systems assessment through requirements discovery interviews, alternatives analysis, conceptual design, RFP development, procurement support, and implementation management. This project required outstanding technical and project management support throughout its five phases, especially during the procurement and implementation phases where radio system vendor management was paramount.
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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 	<ul style="list-style-type: none"> a. Name: County of Arapahoe, Colorado b. Contact Name and Role: Scott Kellar, Homeland Security Coordinator, North Central Region c. Contact Details: Email: SKellar@arapahoegov.com / Phone: 303-768-8732 e. Location: 12649 East Caley Avenue Unit 114, Centennial CO 80111 f. Contract Amount: \$289,000 g. Description of Services: Arapahoe County was the administrator of the RFP/contract on behalf of the North Central All-Hazards Region (NCR). The scope of work was to evaluate the independent radio systems within NCR’s ten counties and cities and determine the feasibility of consolidating systems to enhance operations, improve interoperability, and reduce long-term costs. Governance requirements to support and manage a regional shared radio network were also considered, interacting with the current regional Board of Directors and Regional Emergency Medical, and Trauma Advisory Committees (RETAC). The project included five separate deliverables for each of the NCR’s nine independent radio systems: <ol style="list-style-type: none"> 1. Regionwide Radio System Inventory Report 2. Radio Systems Architecture and Design Elements Report 3. Radio System Financial Analysis Report 4. Potential Options for Consolidation and/or Shared Governance of Radio Systems Report 5. Analysis of Proposed Consolidation Options Report
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3	Project Delivery Approach and Delivered Business Results
	Briefly, describe the following: a. How your organization develops a work plan
	<p>At the start of the project, we will develop a high-level project plan based on the City’s priorities and any selected vendors’ project schedules. We will be ready to begin work on task orders immediately upon selection. We are committed to providing resources as requested during the term of the contract.</p> <p>Throughout the duration of the contract, upon a request for a specific service, our project manager will develop a time and materials task order or a firm fixed price, depending upon the City’s request. We will meet with the requesting City agency to understand the specific tasks to be provided, then generate a draft scope of work, in which we will define deliverables, identify the required resource skills and staffing, estimate hours necessary for completing the task, and propose the schedule for completion. We will review the draft task order and its scope of work with the requesting agency, agree upon the schedule, and then finalize the scope of work and not-to-exceed price.</p> <p>An effective project management approach is the key to the success of any project. Our proven project management approach focuses on collaboration, open communication, consensus building, and risk mitigation. It provides the City with a high level of visibility into the ongoing status of the project. With decades of project management experience, <i>FE</i> understands that each project is unique; we customize the approach, solutions, and deliverables to meet each task order’s specific requirements and objectives. <i>FE</i> will apply continuous project management principles to support the entire project lifecycle, completing each task to your satisfaction before initiating the next task.</p> <p><i>FE</i> will perform an analytical process for each project that includes identification of major phases of work, a work breakdown structure (WBS), dependencies, resource assignments, and deliverables. We use Microsoft Project® as our work planning tool. We identify schedule and time constraints for the overall project and for individual tasks to create a work plan that includes a schedule and timeline to meet your needs. We then determine the types and quantities of resources required to effectively perform the project and task activities.</p> <p><i>FE</i> follows PMI’s best practices and utilizes PMI’s PMBOK methodology to manage project tasks and deliverables. Several <i>FE</i> project managers are PMI-certified Project Management Professionals (PMP). The PMBOK methodology breaks down project management into five process groups: initiation, planning, execution, monitoring, and close-out, which <i>FE</i> utilizes to promote the successful execution of project tasks.</p> <p>We will tailor our project plan to meet your needs and design a custom approach that solves the unique challenges associated with each task order project. Our project management methodology, applied with our public safety and technology experience, produces success on hundreds of projects each year, many of them similar to the City’s engagement.</p>



b. Who is involved in the decision-making process for the development of the workplan

FE's project manager will coordinate project plan development with the City's project manager, involve other stakeholders as needed, and serve as a primary resource to the City. To encourage the City's involvement and facilitate decision making, our team will engage with the City's project team and other stakeholders through onsite meetings, conference calls, IP-based conference calling, as well as document sharing. *FE's* consultants will participate in regularly scheduled conference calls with the City's project team and other designated individuals, during which status, schedule, submittals, action items, risks, and other issues will be discussed.

FE has made significant investments in web-based resource management tools to enable daily project tracking and resource loading per staff member by month and quarter. To manage adequate staffing of our projects, Mr. John Murray, Executive Vice President/ Chief Operating Officer, meets regularly with the operations directors to review the assignment of every resource in the company to provide the necessary skills and knowledge to succeed in the work ahead. Through these discussions, he can forecast resource needs for the upcoming 12 to 18-month period, allowing for long-term planning. Because of our rigorous resource management methodologies, every *FE* project has ended successfully, and most result in repeat business.

c. How your work plan addresses contingencies that may arise during a project

Communication and coordination between all parties are critical for the successful execution of the various task orders to be issued during the duration of the contract. During each task order's kickoff meeting, we will review existing project documentation, discuss how we will communicate with the City's designated stakeholders, participating staff, and the vendor, and track and provide status updates for each open task order.

FE's project manager will coordinate project plan development with the City's project manager, involve other stakeholders as needed, and serve as a primary resource to the City. To encourage the City's involvement and facilitate decision making, our team will engage with the City's project team and other stakeholders through onsite meetings, conference calls, IP-based conference calling, as well as document sharing. *FE's* consultants will participate in regularly scheduled conference calls with the City's project team and other designated individuals, during which status, schedule, submittals, action items, risks, and other issues will be discussed.

To facilitate program document distribution, communicate schedule status, and report on tasks, *FE* will make *FECloud™* our online collaboration site available for the mutual benefit of our clients and our professional staff. This effective tool provides timely and transparent information to our clients. We will determine the role of this tool with the City during the project initiation meeting. As the project progresses, we will keep *FECloud™* current.

FE knows that no project is complete without a rigorous quality assurance (QA) program. The City's project manager actively participates in the quality assurance review process by providing *FE* feedback on draft documents and reports. The *FE* quality assurance review process provides our clients with the best value for their consulting services investment and the lowest possible risk.



There are always risks associated with a program of this magnitude and complexity. *FE* considers “risk” to be anything that may threaten the ability of a project to achieve its goals on time and within budget. Risk management is the process of identifying all possible “less than desirable” outcomes and implementing plans to avoid them or minimize their impact. Risk management has the following two basic functions:

- Risk assessment, where *FE* and the City determine the risks and what to do should the risk materialize
- Risk control, where *FE* and the City take a proactive role to minimize and mitigate identified risks when they occur

FE will develop and maintain, with input from the City’s project manager, a list of risks. As risks are analyzed, a *Risk Plan* will be developed and used throughout the project. Our familiarity with large projects of this type provides *FE* unique insights into where to look for risk areas for a project.

d. Your organization’s experience with functional validation and verification in land mobile radio P25 systems

FE has extensive experience providing independent verification and validation (IV&V) services. Closely tied to implementation oversight, IV&V specifically measures the performance of the vendor against the contract. *FE* will conduct initial document and system reviews as requested, including existing system documentation, vendor recommendations, FCC licenses, radio shop records, site information, equipment and subscriber inventories, site data, and other documents needed to assess the existing system. Performing a review of available documentation provides us with a common starting point and a foundation for understanding the status of the existing and/or new system’s deployment. *FE* will represent the City’s interests while reviewing the vendors’ design documentation, recommendations for system modifications, construction methods and deliverables, test plans, methodologies and test results, network and coverage analyses, and final system acceptance tests and results. *FE* will review existing and new microwave proposals and reports, assist the City with evaluating and finalizing microwave network routing, design, and implementation strategies, attend detailed design review meetings, oversee system testing to validate performance according to specifications, and represent the City’s interests in addressing any vendor issues.

Example Projects:

New York State Office of General Services (OGS):

FE provided IV&V services associated with the implementations of the new Statewide Wireless Network (SWN). The SWN rollout had been experiencing many technical and performance problems. The SWN project management office was unable to determine the root causes of the performance problems and was coming under increasing pressure from state and local agencies to solve the problems before proceeding with further implementation phases. To address these issues, the State of New York contracted with *FE* to conduct an independent verification and validation of the radio system, including an assessment of the radio system vendor’s quality program and technical compliance with the contract, risks of the program, and vendor’s site construction quality, as well as to validate contract deliverables. We delivered detailed and accurate information enabling the Governor’s Office to make an informed decision regarding the SWN program. *FE*’s role in New York State is a testimony to the detail and rigorous



quality assurance approach *FE* takes in its implementation and program management engagements, ensuring that the customer/owner’s interests are protected.

State of Iowa:

Building upon prior work done by *FE* on the Iowa State Interoperable Communications System (ISICS) RFP and system implementation, the state retained *FE* to provide consulting services to sample data from the radio coverage testing performed by Motorola Solutions, Inc, evaluate selected areas, and determine if the radio coverage provided, tested, and reported by Motorola was in conformance with the RFP requirements for guaranteed coverage. *FE* sampled the collected raw data and reviewed the conclusions regarding compliance to the guaranteed coverage requirements of the RFP. The overall intent of this work was the independent verification that the BER coverage testing was conducted in accordance with the contracted test plan and to validate that the coverage was in accordance with the RFP requirements.

e. Your organization’s’ experience with Public Safety Communications Project technical coordination with vendors

FE takes pride in the vendor neutrality of our recommendations, system designs, and specifications. The results of several recent system procurements shown below are evidence that *FE*’s involvement has resulted in a wide range of major system vendor selections and demonstrates that our technical experts have experience coordinating technical public safety communications projects with all the primary land mobile radio vendors.

Client	Radio System Vendor	Client	Radio System Vendor
State of New Mexico	Motorola	State of Nevada	L3Harris
Albuquerque, NM	Motorola	Santa Barbara, City and County, CA	EFJohnson (JVF/Kenwood)
Bowling Green/ Warren County, KY	Motorola	Middlesex County, VA	Harris/Tait
Arizona Public Service	L3Harris	Marin County, CA	Motorola
Chesapeake, VA	Motorola	New Kent County, VA	L3Harris
King and Queen County, VA	Harris/Tait	Newport News, VA	Motorola
Des Moines, IA	Motorola	Pinal County, AZ	Motorola
Henderson County, KY	Motorola	Pittsylvania County, VA	L3Harris
Hampton, VA	Motorola	San Diego County, CA	Motorola
Henry County, GA	L3Harris	Spotsylvania County, VA	L3Harris
Hot Springs, AR	Motorola	State of Utah	L3Harris
Collier County, FL	L3Harris	Lee County, FL	Motorola
Lakeland, FL	Motorola	Nassau County, FL	Motorola
Buncombe County, NC	Airbus DS (Cassidian)		



Implementation support services take a project from the initiation, planning, and design review phases through installation, testing, and final cutover. **FE** will support the City as its project coordinator throughout the implementation phase, managing the work and deliverables of the selected vendor to meet the requirements of the awarded contract. Upon vendor contract award, **FE's** implementation technical manager will provide an implementation oversight schedule that aligns with the vendor's implementation schedule. He will participate in regularly scheduled project status meetings to track progress and identify issues that may impact the schedule or costs. We will represent the City's best interests through this process as we help manage the selected vendor's project tasks.

FE typically provides the following project management services to support implementation and coordinate the vendors' activities:

- Coordinate and participate in an implementation kickoff meeting to discuss project goals, objectives, tasks, schedule, and deliverables with the City and the selected vendor
- Participate in regularly scheduled project status meetings, either onsite or via teleconference
- Participate in public meetings and/or technical project meetings, either onsite or via teleconference
- Assist in the development of project execution processes
- Review vendor's detailed design and equipment test plans
- Review vendor-prepared frequency plans and license applications
- Maintain an independent punch list of items
- Review vendor-prepared coverage and acceptance test plans, observe testing setup and process, and review test results for conformance to the plan
- Assist the City in resolving vendor issues, oversee the vendor's punch list development and resolution process, identify vendor performance issues, and make appropriate recommendations to the City to avoid foreseeable failures
- Coordinate with City project management personnel



f. Your organization's approach to ensuring a manufacturer meets the technical requirements of an awarded contract

FE will provide unbiased and objective technical implementation management services. We will participate in the vendor's final system acceptance testing and certification. *FE* will review and evaluate the testing procedure and test results and provide recommendations to the City regarding any issues or concerns to be addressed before final signoff on the installed system. As the City's implementation project manager, we will confirm resolution of final issues on the punch list.

Implementation tasks and required support vary greatly depending on the scope of the project. Our project manager will coordinate with the City's project manager to determine which project management tasks and onsite technical consulting tasks will be necessary based upon the task order, vendor's tasks, contractual responsibilities, schedule, and the City's requirements. The *FE* project manager will also assist in developing project execution processes, including milestone tasks, deliverables, and communication plans. *FE* maintains an independent punch list of items during implementation activities, including issues, responsible party, target date for completion, actual date of completion, and resolution, as well as cost impacts. We will review the vendor's milestones and deliverables to evaluate if they have been achieved successfully based on contract terms.

g. Your organization's approach to wireless spectrum coverage validation and verification in a land mobile radio P25 system

Portable and mobile radio coverage and performance are the most important characteristics of a public safety radio network. An advanced digital network is of little value if the users cannot access it due to unreliable coverage or cannot communicate due to interference. Recognizing this years ago, *FE* made major investments to develop *FEPerformancePro*[®], a powerful toolset used to accurately model radio and microwave network performance and support site planning and antenna system design.

FEPerformancePro[®] services are based upon EDX Wireless' powerful Signal Pro propagation analysis and Spectrum Center's Spectrum-E[®] spectrum management software for the most comprehensive radio analyses available in the industry. This suite of tools, along with our proprietary methodologies, provides unparalleled accuracy when modeling communications networks, performing interference analyses, and frequency planning. The results of *FE*'s studies have been validated by numerous federal, state, and local government organizations as well as major wireless vendors and private companies.



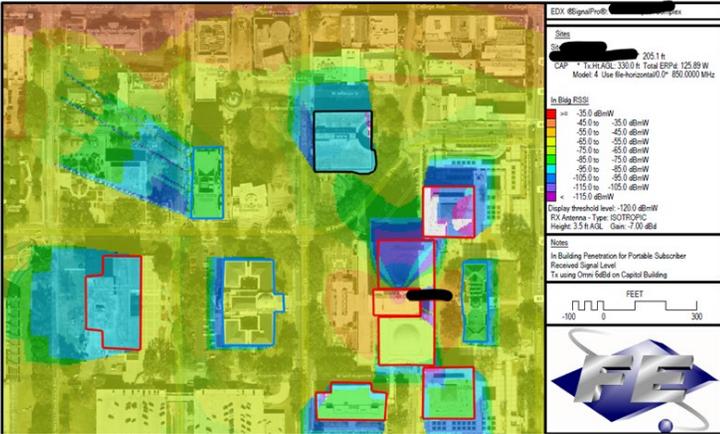
FEPerformancePro® services include the following:

- **FECoverage**® – using proven propagation analysis tools, **FE** provides comprehensive coverage analyses.
- **FEMapper**® – using a high-resolution mapping tool, **FE** provides telecommunication mapping.
- **FENetCap**® – using a network capacity analysis tool, **FE** provides accurate network capacity information.
- **FEMitigate**® – using a system-wide interference analysis tool, **FE** provides a complete analysis of interference problems.
- **FETeamCoverage**® – in a user coverage workshop, **FE** provides an interactive client workshop.
- **FECostPro**® – using a database of the cost of network elements developed from billions of dollars of procurements, **FE** provides a detailed analysis of network costs.

We use **FECoverage**® and **FEMapper**®, our highly customizable mapping tool, to analyze initial baseline coverage and predict coverage based on new sites, equipment, or spectrum, generating maps such as the adjacent examples and those provided below. **FE's** coverage expert will work with the City's project manager to determine how coverage plots should be depicted, including color schemes, topology, roads, patrol zones, and other characteristics unique to the City's service area. Maps will include mobile and portable coverage areas, noting both talk-out and talk-in, with indoor and outdoor coverage areas defined. This will serve as the baseline to assess alternatives for improving radio system coverage or validating coverage predictions prepared by vendors.

Our coverage analysis will yield coverage maps as image files that can be viewed using Word or a PDF viewer. The raw data can be manipulated either in a GIS program (such as ArcGIS) or Google Earth application. We can provide coverage footprints in Google Earth format (KML or KMZ files) to make viewing coverage interactive, allowing clients to zoom in to street and building level. In addition to the sample coverage map shown above, the following are additional examples of the type of maps we can create with **FECoverage**® and **FEMapper**®.





FE utilizes a similar approach for backhaul network conceptual design to meet propagation requirements. Our RF Engineer will load antenna locations and other relevant information into the **FENetCap**[®] model and generate individual path profiles of each link and for the network, as shown in the examples above and adjacent (examples from other projects). He will model potential digital backhaul network paths for the envisioned system, taking into consideration both building and terrain clutter using **FENetCap**[®]. He will deliver path profile plots that depict the optimum solution that can be anticipated for the new network. These profiles will serve as the baseline to begin developing a conceptual MPLS microwave system network architecture. **FE** will then schedule an architecture workshop, during which our RF Engineer and Network Engineer will discuss the network design with City personnel, including issues of capacity, security, redundancy, and resiliency. Sample diagrams are shown below.



h. Your organization’s approach to wireless spectrum interference analysis, verification, and mitigation in a land mobile radio system

FE can analyze both co-channel interference (also known as “carrier interference”) and adjacent channel interference (interference from a frequency that is directly adjacent to the desired frequency). Both types of interference can degrade audio quality when a subscriber unit’s antenna simultaneously receives signals broadcast from multiple sites. Severe terrain and open waterways will always present a challenge for radio signal propagation and coverage. The solutions range from the careful selection of radio sites and detailed antenna system design to creative solutions such as the use of simulcast or multicast technologies. The critical factor in developing a cost-effective solution to coverage or interference issues comes from a thorough understanding of the communications needs to be met, and the use of state-of-the-art network performance modeling tools during system design.

Example Project:

Worcester County, Maryland—*FE* was asked to investigate and make recommendations to correct performance issues with the county’s new radio system caused by interference in the areas of radio coverage, site infrastructure equipment, and subscriber equipment programming and configuration. *FE* provided a thorough interference investigation and IV&V services that helped the County remedy issues after their initial system vendor failed to deliver on promises.

i. Your organization’s experience and approach in establishing training for land mobile radio systems

FE consultants have been first responders or worked in first responder organizations and understand radio systems from an end-user perspective. *FE* reviews the vendor-developed LMR training programs ranging from typical subscriber end user radios to multidisciplinary, multijurisdictional programs based on the National Incident Management System (NIMS) framework, addressing training for personnel from incident command to operations, planning, and logistics roles. Although the specifics of the training programs vary depending on the agency and the environment, *FE*’s LMR assessments typically define the training needs of users, reviewing vendor-developed training curricula for administrators, dispatchers, field users, and operations/maintenance personnel for alignment with the needs and objectives of the agency.

Oftentimes, radio system vendors offer subscriber training programs. In these instances, *FE* works closely with the client’s project manager and equipment vendors to assess whether the proposed training program covers the appropriate breadth and depth. For example, *FE* developed a formal training and migration plan for Santa Fe, New Mexico, and we provided training recommendations for San Diego and Imperial Counties, California.

FE’s approach to subscriber training addresses the common pitfall that many agencies encounter—that training is a one-time event. We specify our client’s training programs to achieve a balance between initial and ongoing training, short- and long-term capability development based on personnel skillsets, and disciplinary or job-specific training and certification requirements, along with budgetary constraints. As with any system, there are likely to be adjustments to existing maintenance, operating procedures, and system governance, and *FE* can recommend training changes to enhance



operation and system management. We will leverage the skills and background of our staff members who have real-world system operational experience with various vendors' radio systems, dispatch centers, 9-1-1 centers, and interoperability systems.

FE's training support can also include assistance with programming templates and system configuration. Several of our technical consultants have been to system manager school and have supported clients during P25 system infrastructure implementation and subscriber radio deployments. Others have hands-on experience as radio engineers for public safety agencies, service facilities, and vendors, including Motorola Solutions, L3Harris, EFJ, and Tait. Their career expertise includes programming and installation of fixed, mobile, and portable radio equipment. Examples of our staff's varied hands-on experience include the following:

- **Arizona Public Services (Statewide Utility)**—developed P25 programming templates
- **Pittsylvania County, Virginia**—developed P25 programming templates for Motorola radios to be utilized on the County's Harris system
- **Nassau County, Florida**—hands-on programming of Motorola P25, SmartZone, and conventional radio infrastructure and user radios
- **City of Jacksonville Beach, Florida**—developed P25 programming templates and programmed entire fleet of user devices



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.

During **FE’s** public safety radio consulting history, nearly every project has resulted in a reduction in costs to our clients, an increase in client satisfaction, innovative solutions, and a reduction in contractual risks, attributable to our expertise and involvement on the project. We have saved our clients millions of dollars while mitigating risks and delivering solutions that meet or exceed their needs. The following pages highlight several representative clients who have seen these benefits as the result of consulting engagements with **FE**.

San Diego and Imperial Counties, California	
Project	Regional Communications System Consulting
Extent of Engagement	FE provided strategic planning for procurement and implementation of the San Diego and Imperial counties regional communications system (RCS). FE performed an in-depth assessment of the communications infrastructure and reviewed the original system proposal documentation, subsystem-level equipment documentation, and as-built drawings. FE also assessed the needs of the county’s Wireless Services Division (WSD) maintenance organization for compliance with industry standards. Existing P25 technologies and features were evaluated, associated backhaul needs assessed, the county’s future requirements defined, and innovative design solutions defined for a new P25 system, a conventional network, and regional backhaul. FE assessed the existing infrastructure equipment and subscriber units to determine the degree to which equipment could be reused. FE developed specifications for a competitive RFP and provided installation and implementation oversight, supervising the radio vendor. FE prepared briefs for the RCS Board of Directors and county personnel responsible for devising an acceptable strategy for funding the new system. FE’s continued support and detailed knowledge of the RCS enabled the county to be well represented through implementation and migration to the next-generation system.
Results Attained by Client	<p>In response to a “Past Performance Rating Form,” our San Diego County client rated FE’s results as “Exceptional” under every category: Quality of Service, Schedule, Cost Control, Management, and Regulatory Compliance.</p> <p>Client quote: <i>“Federal Engineering has been providing public safety mobile radio consulting to the County [of San Diego] for nearly a decade. They understand our environment and the unique needs of California’s first responders. We are pleased to have their participation in this important project and look forward to providing an improved mutual aid environment for our firefighters.”</i></p> <p style="text-align: right;"><i>~ Mr. David Brooks, Communications Systems Manager, County of San Diego, taken from an FE Press Release, May 2020.</i></p>



City and County of San Francisco, California

Project	800 MHz Public Safety Radio Replacement
Extent of Engagement	The City and County of San Francisco selected FE to assess alternatives for upgrading its 8-site 800MHz Citywide Emergency Radio System (CERS) and evaluate options for the 4-site analog 800 MHz Public Service Emergency Radio System (PSERS). The City/County benefited from two other radio systems that had recently been upgraded to P25: the San Francisco Municipal Transportation Agency’s (SFMTA) 700MHz P25 Phase 2 four-site trunked simulcast system and three-site 800 MHz OpenSky system, and the San Francisco International Airport’s (SFO) two-site 700 MHz P25 system. Options for the CERS and PERS included integration with these networks. The resulting system design included interoperability among local agencies, surrounding counties, the region, state networks, federal networks, and other critical infrastructure entities (such as the Golden Gate Bridge and the Bay Bridge). FE conducted a full systems development cycle from existing systems assessment through requirements discovery interviews, alternatives analysis, conceptual design, RFP development, procurement support, and implementation management. This project required outstanding technical and project management support throughout its five phases, especially during the procurement and implementation phases, where radio system vendor management was paramount.
Results Attained by Client	<p>FE assisted the city and county in achieving a successful, unprotested new system procurement.</p> <p>Client quote: <i>FE was a valued partner throughout the phases of the replacement program and successfully navigated the city through an un-protested procurement.</i></p> <p style="text-align: right;"><i>~ Michelle Geddes, Chief Information Officer, Department of Emergency Management</i></p>



State of Nevada

Project	Public Safety Mobile Radio Procurement and Implementation Support
Extent of Engagement	The State of Nevada was faced with the impending end of life of its LMR and microwave backhaul network that provided voice, data, and video transport services for state, local, and federal government agencies, and an integral component in supporting the public safety communications system. FE identified existing shortcomings and provided specifications to meet the new P25 system's requirements and enhanced radio system operations. FE created a preliminary design concept of a microwave system and defined a viable IP/MPLS system design focusing on a non-disruptive transition plan allowing current operations to continue while also allowing for the modernization of the microwave network and a migration to a new system. FE developed an RFP for the replacement system and provided procurement support, including review of vendor proposals.
Results Attained by Client	<p>FE identified system deficiencies, defined the specifications, and facilitated a system upgrade that maintained continuous operations for a seamless, modern communications infrastructure to support public safety agencies effectively.</p> <p><i>Quote: The State of Nevada's partnership with Federal Engineering on its recently completed microwave replacement project, was absolutely key to the project's success! Their contributions to the project were invaluable, with their highly skilled professional staff and expertise in public safety communications, they provided design, planning, oversight and project management every step of the way—from the RFP process, all the way through project closeout. Without the support of Federal Engineering on the State of Nevada's microwave project, it would not have been a successful implementation. The State of Nevada looks forward to future partnership opportunities with Federal Engineering".</i></p> <p style="text-align: right;"><i>Patrick Sheehan, State of Nevada</i></p>



Arapahoe County/North Central Region, Colorado

Project	Public Safety Regional Radio System Consolidation
Extent of Engagement	The scope of work was to evaluate the independent radio systems within Arapahoe County/North Central Region’s (NCR) ten counties and cities and determine the feasibility of consolidating systems to enhance operations, improve interoperability, and reduce long-term costs. Governance requirements to support and manage a regional shared radio network were also considered, interacting with the current regional Board of Directors and Regional Emergency Medical, and Trauma Advisory Committees (RETAC). The project included five separate deliverables for each of the NCR’s nine independent radio systems.
Results Attained by Client	<p>FE conducted an in-depth analysis of nine disparate communication systems developing consolidation options, cost-benefit evaluations, and actionable recommendations that significantly boost the region’s interoperability and operational communications capability.</p> <p>Client quote: <i>“The Colorado North Central Region (NCR) engaged Federal Engineering to complete a wide ranging, multi-jurisdictional communications consolidation analysis project. The NCR spans the ten-county region covering the Denver metropolitan area and includes a complex breadth of jurisdictional types to include counties, cities, fire districts, special districts and key critical infrastructure hubs including Denver International Airport. FE was highly effective in completing an in-depth analysis of our nine independent communication systems, determining potential courses of action for consolidation and identifying potential costs/benefits for consolidation. Overall, FE provided our Region an excellent set of options and a path forward that will significantly increase our operational communications capability. Their project management was excellent and technical expertise was comprehensive. We would highly recommend using Federal Engineering for future technical communications projects to other potential clients.”</i></p> <p style="text-align: right;"><i>~Scott Keller, Homeland Security Coordinator, North Central Region</i></p>



State of Utah Communications Authority	
Project	Public Safety Communications Network
Extent of Engagement	<p><i>FE</i> was contracted by the State of Utah to prepare an RFP for an upgrade to the statewide 800 MHz public safety radio system, migrating to a new P25 digital trunked system. The team reviewed existing system documentation, conducted a needs assessment via stakeholder interviews, and developed a set of technical specifications, a vendor statement of work, and testing criteria for a State of Utah Public Safety P25 800 MHz radio system and microwave system.</p> <p>Using these approved specifications, the team worked with the UCA to develop a vendor RFP. <i>FE</i> further provided procurement support by assisting with proposal evaluations and contract negotiations with the selected vendor. <i>FE</i> provided comprehensive implementation project management for the new system.</p>
Results Attained by Client	<p>The State of Utah was told upgrading its system would cost \$250 million. Following our methodology, the state awarded L3Harris the upgrade of the state system for \$51 million and won a protest launched by the incumbent vendor largely based on the strength of the specifications developed by the <i>FE</i> team.</p> <p><i>Quote: FE employees have a very well-rounded knowledge base and vast amounts of experience. In the event an issue has arisen that our specific contacts have not had the requisite knowledge or experience, they have been able to turn to colleagues who do have the information. There has not been a time when we have not received accurate and valuable information, both on the technical aspects of our projects, as well as input and advice on the non-technical aspects. We trust FE like any of our employees and consider them to be experts in the field.."</i></p> <p style="text-align: right;"><i>~ Quinton Stephens, Former Director, General Counsel/ Deputy Director, Utah Communications Authority</i></p>



4	Additional Considerations
4.01	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).

FE is the leading independent consulting firm in public safety solutions, communications technologies, and operational processes for local, county, regional, and state public safety organizations. *FE* has provided radio consulting to public safety agencies for 42 years. It is our only business. We are widely recognized for applying innovative and cost-effective technology to keep critical processes and infrastructures reliable and sustainable. Our approach facilitates stakeholder collaboration, joint exploration of opportunities, and consensus building on needs and priorities for the best solution for client environments and budgets. We are highly qualified and prepared to perform the requested consulting services for the City of San Diego.

- **Extensive public safety communications consulting experience:** *FE* has been selected by more than 500 clients across the United States for multiple projects. Our clients range in population from 5,000 to over 40 million. We have served in every state, completing over 3,500 local, regional, and state consulting projects across North America. We speak the “language” of public safety communications and technologies.
- **National and local project experience:** With 35 clients and more than 70 projects throughout the State of California, including the City of San Diego, we will bring our in-depth understanding of state, regional, and municipal regulations, policies, and operating environments to this project.
- **Unparalleled subject matter expertise:** *FE* offers a team of 50 highly qualified, senior-level consultants and subject matter experts, located across the United States, including a regional office in California, with a combined total of 1,200 years of hands-on experience.
- **Independence commitment:** *FE* is committed to total independence, free from the influence of hardware vendors, software suppliers, integrators, or managed service providers. Objective independence and vendor neutrality are core values of the company.
- **Best practices and industry standards:** *FE* consultants are actively involved in industry working groups and national standards organizations and apply the knowledge gained to deliver best practices in every project. *FE* has presented over 85 sessions at IWCE, APCO, NENA, and other industry conferences. An *FE* consultant is an active member of the P25 Technology Interest Group (PTIG); another is the former chairman of NFPA 1225.
- **Delivering best-value solutions:** Solid economic recommendations are critical to moving a public safety technology project forward. We have developed the tools, skillsets, and methodologies necessary to deliver actionable, affordable solutions that most effectively meet the needs of public safety agencies at the lowest risk.
- **Private ownership:** Founded in 1983, *FE* is a privately owned, independent consulting firm. Private ownership provides distinct advantages—outside investors or venture capital firms do not influence corporate decisions. *FE* founders continue to lead the firm. Our consistency in ownership, leadership, and vision results in continued project success and unparalleled client satisfaction.



B.5 Redacted Version of Proposer's Response

FE is not providing a redacted version of our proposal.

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TAB C

**Cost/Price Proposal
(RFP Exhibit D)**



C. Cost/Price Proposal

C.1 Cost/Price Proposal Form (RFP Exhibit D)

FE provides our hourly rate schedule on the next page, using the Exhibit D - Cost/Price Proposal form provided in the RFP. The scope of work will be performed on a time and materials basis.

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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	\$ 280	\$ 2,800
Project Manager	28	\$ 245	\$ 6,860
RF Engineer	42	\$ 235	\$ 9,870
RF/Network Field Technician	20	\$ 225	\$ 4,500
TOTAL SECTION A			\$ 24,030

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	\$ 280
Project Manager	\$ 245
RF Engineer	\$ 235

Network Engineer	\$ 300
Project Administrator	\$ 110
RF/Network Field Technician	\$ 225
Community Consultant	\$ N/A
Other (<i>vendor complete</i>) Tower Structural Engineer	\$ 225
Other (<i>vendor complete</i>) Data Network Analyst	\$195

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)	\$ 245

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.

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:

Public Safety Communications Consulting Services
 Solicitation No. 10090304-25-S

B. BIDDER/PROPOSER INFORMATION:

Federal Engineering, Inc.		N/A	
Legal Name		DBA	
10560 Arrowhead Drive, Suite 100	Fairfax	VA	22030
Street Address	City	State	Zip
Ronald F. Bosco, President and CEO	(703) 359-8200	(703) 359-8204	
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.

Ronald F. Bosco	President and CEO
Name	Title/Position
Oakton, VA	[same as bidder]
City and State of Residence	Employer (if different than Bidder/Proposer)
70% ownership	
Interest in the transaction	

John Murray	Executive Vice President and COO
Name	Title/Position
Annapolis, MD	[same as bidder]
City and State of Residence	Employer (if different than Bidder/Proposer)
30% ownership	
Interest in the transaction	

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

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

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

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

N/A	
Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	
N/A	
Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	
N/A	
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: 10/14/1983 State of incorporation: Maryland

List corporation's current officers: President: Ronald F. Bosco
 Vice Pres: John Murray
 Secretary: John Murray
 Treasurer: Ronald F. Bosco

Type of corporation: C Subchapter S

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

If **Yes**, after what date: 12/13/2001

Is your firm a publicly traded corporation? Yes No

If Yes, how and where is the stock traded? N/A

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

N/A

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: _____ State of formation: _____

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

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: Truist

Point of Contact: L. Robert Pilot, Senior Vice President

Address: 4020 University Drive, Fairfax, VA 22030

Phone Number: (703) 279-2949

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.: B2010041318 Year Issued: 2025

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: County of San Diego, California

Contact Name and Phone Number: David Brooks / 619-643-1388

Contact Email: david.brooks@sdsheriff.org

Address: 555 Overland Avenue #5101, San Diego, CA 92123

Contract Date: 2010-2020

Contract Amount: \$5,500,000

Requirements of Contract: Regional Communications System Consulting

Company Name: City and County of San Francisco, California

Contact Name and Phone Number: Michelle Geddes / 415-558-3800

Contact Email: michelle.geddes@sfgov.org

Address: 1011 Turk Street, San Francisco, CA 94102

Contract Date: 2014-2021

Contract Amount: \$3,300,000

Requirements of Contract: 800 MHz Public Safety Radio Replacement

Company Name: County of Arapahoe, Colorado

Contact Name and Phone Number: Scott Kellar / 303-768-8732

Contact Email: SKellar@arapahoegov.com

Address: 12649 East Caley Avenue Unit 114, Centennial CO 80111

Contract Date: 2023-2024

Contract Amount: \$289,000

Requirements of Contract: Public Safety Regional Radio System

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 # N/A

3. Are you certified as any of the following:

- a. Disabled Veteran Business Enterprise Certification # N/A
- b. Woman or Minority Owned Business Enterprise Certification # N/A
- c. Disadvantaged Business Enterprise Certification # N/A

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: JH Tech, Inc

Address: 3558 Camino Arena, Carlsbad, CA 92009

Contact Name: Jay Haripriyan Phone: (858) 353-5203 Email: jay@jhtech-inc.com

Contractor License No.: N/A DIR Registration No.: N/A

Sub-Contract Dollar Amount: \$ TBD (per year) \$ TBD (total contract term)

Scope of work subcontractor will perform: Project Management and IT Support

Identify whether company is a subcontractor or supplier: Subcontractor

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: Tower Engineering Professionals, Inc. (TEP)

Address: 326 Tyron Road, Raleigh, NC 27603

Contact Name: John Goins Phone: 919-661-6351 Email: jgoins@tepgroup.net

Contractor License No.: N/A DIR Registration No.: N/A

Sub-Contract Dollar Amount: \$ TBD (per year) \$ TBD (total contract term)

Scope of work subcontractor will perform: Tower Structural Engineering Support

Identify whether company is a subcontractor or supplier: Subcontractor

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 09/30/2020.

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.

Ronald F. Bosco, President and CEO	Ronald F. Bosco Digitally signed by Ronald F. Bosco Date: 2025.07.24 16:13:07 -04'00'	07/24/25
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.

K.STATEMENT OF SUBCONTRACTORS & SUPPLIERS (Additional):

Company Name: Parsons Transportation Group, Inc. (Parsons)
Address: 500 West Cypress Creek Road, Suite 200, Fort Lauderdale, FL 33309
Contact Name: Mike Hoover, Senior Vice President
Phone Number: 847-875-3700
Email Address: mike.hoover@parsons.com
Contractor License No.: N/A
DIR Registration No.: N/A
Subcontract Dollar Amount (per year): TBD
Total Contract Term Dollar Amount: TBD
Scope of Work subcontractor will perform: MPLS Network Design
Identify whether company is a subcontractor or supplier: subcontractor
Certification (DBE DVBE ELBE MBE SLBE WBE): none

C.OWNERSHIP AND NAME CHANGES:

3.In the past five (5) years, has a firm owner, partner, or officer operated a similar business? Yes: FE Consulting, LLC
Address: 10560 Arrowhead Drive, Suite 100, Fairfax, VA 22030
Operated by: Ronald F. Bosco and John Murray

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.

Ronald F. Bosco, President and CEO

Print Name, Title

Ronald F. Bosco

Signature

Digitally signed by Ronald F. Bosco
Date: 2025.07.24 16:13:45 -04'00'

07/24/25

Date

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: Federal Engineering, Inc.

Certified By Ronald F. Bosco Title President and CEO

Name

Ronald F. Bosco

Date 07/24/2025

Signature

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: Federal Engineering, Inc.

ADA/DBA: N/A

Address (Corporate Headquarters, where applicable): 10560 Arrowhead Drive, Suite 100

City: Fairfax County: Fairfax State: VA Zip: 22030

Telephone Number: 703-359-8200 Fax Number: 703-359-8204

Name of Company CEO: Ronald F. Bosco

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

Address: N/A

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

Telephone Number: _____ Fax Number: _____ Email: _____

Type of Business: Corporation Type of License: Consultant/Special OCCUP

The Company has appointed: John Murray

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: 10560 Arrowhead Drive, Suite 100, Fairfax, VA 22030

Telephone Number: 703-359-8200 Fax Number: 703-359-8204 Email: jmurray@fedeng.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 Federal Engineering, Inc.

(Firm Name)

Fairfax, VA hereby certify that information provided

(County) (State)

herein is true and correct. This document was executed on this 24th day of July, 2025

Ronald F. Bosco

(Authorized Signature)

Ronald F. Bosco

(Print Authorized Signature Name)

WORK FORCE REPORT – Page 2

NAME OF FIRM: Federal Engineering Inc DATE: 07/24/2025

OFFICE(S) or BRANCH(ES): Fairfax, VA COUNTY: Fairfax

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											5	1	1	
Professional			2								13	5		
A&E, Science, Computer														
Technical											1			
Sales														
Administrative Support											1			
Services														
Crafts														
Operative Workers														
Transportation														
Laborers*														

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

Totals Each Column			2								20	6	1	
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Grand Total All Employees 29

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

Disabled														
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Non-Profit Organizations Only:

Board of Directors														
Volunteers														
Artists														

WORK FORCE REPORT – Page 3

NAME OF FIRM: Federal Engineering, Inc. DATE: 07/24/2025

OFFICE(S) or BRANCH(ES): Fairfax, VA COUNTY: Fairfax

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 0

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

Disabled														
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