WASHOE COUNTY

Integrity Communication Service

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STAFF REPORT
COMMITTEE MEETING DATE: *March 18, 2021*

DATE: Thursday, March 11, 2021

TO: 911 Emergency Response Advisory Committee

FROM: Quinn Korbulic, Washoe County Technology Services, IT Manager
775-328-2348, qkorbulic@washoecounty.us

SUBJECT: Review, discussion, and possible action to approve an amendment to the Five-Year Master Plan update to include a Next Generation 911 Technology Readiness Assessment for a cost not to exceed [$67,846].

SUMMARY

Regional Public Safety Answering Points have started to transition to Next Generation 911 (NG911) technologies and practices. To better understand the path forward to a complete and comprehensive NG911 system, it is important to understand the current state of NG911 technologies in the region and the gaps compared to requirements for a transition to NG911.

During the 911 Five-Year Master plan update, Washoe County requested that the Master Plan consultant, Federal Engineering, provide a proposal for a NG911 technology assessment to be included with the Five-Year Master Plans as an amendment. Federal Engineering has provided the attached proposal to amend the Five-Year Master Plan update and to perform a readiness assessment to transition to NG911.

PREVIOUS ACTION

On August 25, 2020, the Board of County Commissioners directed Washoe County staff to update the 911 Emergency Response Five-Year Master Plan to include, but not be limited to, inclusion of a plan for Public Safety Answering Point (PSAP) back-up sites, a Computer Aided Dispatch upgrade, and modifications to NRS from the 2019 Nevada State Legislature, as recommended by the 911 Emergency Response Advisory Committee on July 16, 2020.

On July 16, 2020 the Committee recommended that the Board of County Commissioners direct Washoe County staff to update the E911 Five-Year Master Plan to include, but not be limited to, inclusion of a plan for PSAP back-up sites, a Computer Aided Dispatch upgrade, additional changes related to Portable Event Recording Devices, and associated modifications to NRS at the 2019 NV Legislature.

BACKGROUND

NRS 244A.7645 states: "If a surcharge is imposed in a county pursuant to NRS 244A.7643, the board of county commissioners of that county shall create a special

AGENDA ITEM # _____

revenue fund of the county for the deposit of the money collected pursuant to NRS 244A.7643. The money in the fund must be used only:

> (a) *To pay the costs of adopting and reviewing the 5-year master plan for the enhancement of the telephone system for reporting emergencies in the county that is required pursuant to NRS 244A.7643.*
>
> (b) With respect to the telephone system for reporting an emergency:
>
> > (1) In a county whose population is 45,000 or more, to enhance the telephone system for reporting an emergency, including only:
> >
> > (I) Paying recurring and nonrecurring charges for telecommunication services necessary for the operation of the enhanced telephone system;
> >
> > (II) Paying costs for personnel and training associated with the routine maintenance and updating of the database for the system;
> >
> > (III) Purchasing, leasing or renting the equipment and software necessary to operate the enhanced telephone system, including, without limitation, equipment and software that identify the number or location from which a call is made; and
> >
> > (IV) Paying costs associated with any maintenance, upgrade and replacement of equipment and software necessary for the operation of the enhanced telephone system."

FISCAL IMPACT

The NG911 readiness assessment would begin in FY21 and complete in FY22 and is based on a six-month timeline. It is estimated that of the total cost of $67,846, $33,923 would be paid in FY21 and $33,923 in FY22.

RECOMMENDATION

Staff Recommends that the committee approve an amendment to the Five-Year Master Plan update to include a Next Generation 911 Technology Assessment for a cost not to exceed [$67,846].

POSSIBLE MOTION

If the Committee agrees with staff's recommendation, a possible motion would be: "Motion to approve an amendment to the Five-Year Master Plan update to include a Next Generation 911 Technology Assessment for a cost not to exceed [$67,846]."

Federal Engineering, Inc.
10560 Arrowhead Drive
Fairfax, VA22030
703-359-8200

March 5, 2021

Submitted electronically via qkorbulic@washoecounty.us

Mr. Quinn Korbulic, IT Manager
Washoe County Technology Services
Washoe County, Nevada

Dear Mr. Quinn Korbulic:

Federal Engineering, Inc. (***FE***) is pleased to submit our proposal for Consulting Services for NG9-1-1 to assist Washoe County in assessing your primary and secondary public safety answering points' (PSAPs) readiness to transition to NG9-1-1. In our current project with the County, ***FE*** is updating the Five-Year 9-1-1 Master Plan. In response to your request, we are happy to provide additional services as outlined in this proposal to evaluate the PSAPs' equipment, networks, staffing and operational call flows and prepare a gap analysis of their current state compared to requirements for transition to NG9-1-1 and a countywide Emergency Services IP Network (ESINet).

FE values this opportunity to continue to serve Washoe County. If you have any questions regarding our proposal, please contact Jeffrey Paré, Senior Account Executive, by phone at 530-263-8541 or via email to jpare@fedeng.com.

As ***FE's*** founder, I will participate in the negotiation of contractual issues. By my signature below, I hereby authorize submission of this proposal and bind Federal Engineering, Inc. to its terms and conditions for a period of 90 days.

FE looks forward to working with Washoe County on this project.

Sincerely,

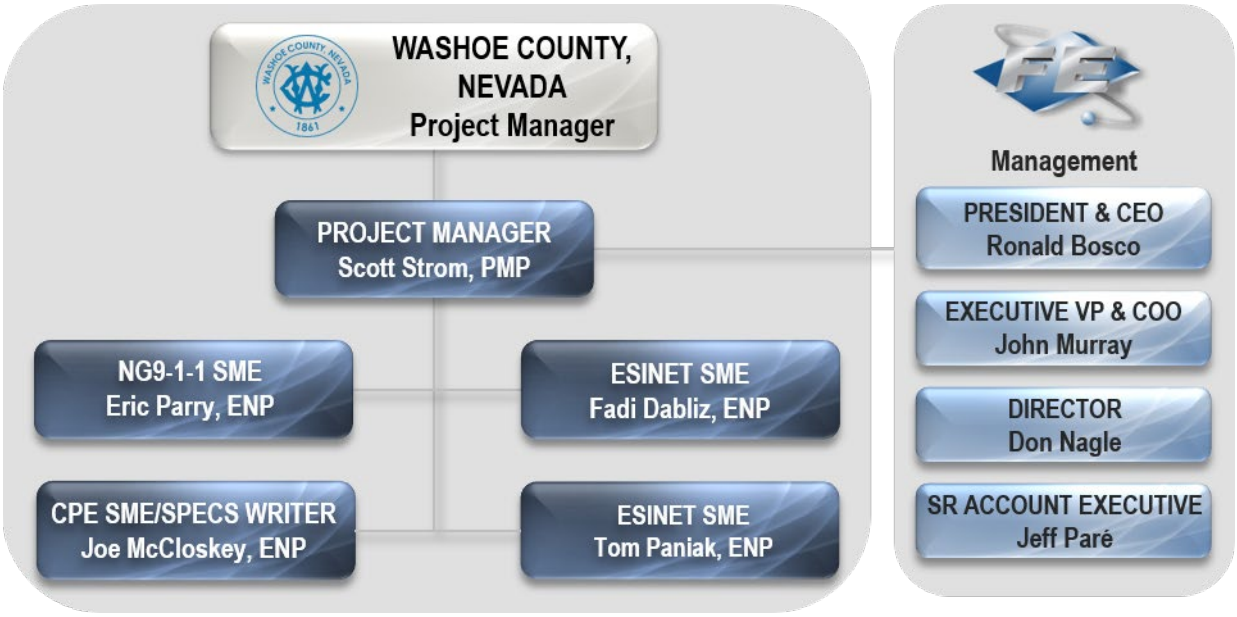
Ronald F. Bosco

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

Table of Contents

1 PROJECT TEAM

FE's proposed project team utilizes a core of NG9-1-1 subject matter experts who are well-versed in operations, technology, facilities, and networks supporting public safety emergency communications and technology.



***FE's* Project Team Organization Chart**

Don Nagle will be the project director for this engagement, managing the assigned resources towards meeting the project schedules and objectives. The director reviews regular progress reports and makes resource and other adjustments to align the project throughout its lifecycle with the County's desired goals and outcomes. The director is responsible for the overall success of the project for both the County and ***FE***. He will also manage ***FE's*** processes for independent review and quality assurance of deliverables.

Our Project Manager, Scott Strom, is a Project Management Professional (PMP) and will be the primary point of contact for the County. He will manage our internal team on a day-to-day basis. Mr. Strom will lead all meetings and calls, track and document progress, identify issues or risks, and develop mitigation strategies as needed. He will be available as needed to support the County for the duration of the project. Mr. Strom will manage our technical team of Eric Parry, NG9-1-1 expert, ESINet experts Fadi Dabliz and Tom Paniak, and PSAP and CPE expert Joe McCloskey.

Our project management and technical personnel are skilled communicators who are equally capable of imparting complex information, regardless of the technical expertise of their audience. Our personnel have provided expert testimony to many governmental agencies, regional consortiums, and a host of local agencies and supervisors. The County will benefit from ***FE's*** superior communication skills attained through years of support to public safety entities. Our executive management team—the owners of the company—are available as needed to support the project. ***Their services are provided at no cost***.

2 SCOPE OF WORK AND DELIVERABLES

Project Initiation Meeting

FE will conduct a project initiation meeting with the County's project manager and other designated participants on a mutually agreed upon date following contract signing. This meeting will reaffirm a common understanding of the project goals, objectives, and vision; items best understood through a close working relationship between our respective management teams and staffs. Based on the outcome of the meeting, ***FE*** will deliver an updated schedule that will serve as the guiding document throughout the project.

Project Initiation Meeting Agenda

- Introductions
- Clarify roles
- Review project objectives and expectations
- Review key issues
- Review key milestones and schedule
- Review/clarify deliverables
- Plan interviews and identify interview participants and engagement strategies
- Determine site visit schedule
- Review status reporting methodologies
- Determine final review meeting schedule
- Resolve immediate issues
- Build relationships

Data Collection and Interviews

FE's Data Collection Tool (questionnaire) will be updated to survey the PSAPs for specific NG9-1-1 details in advance of our visit for data requirements. We will distribute the survey to collect information on existing NG9-1-1 readiness, ESINet accessibility, and system components. We will then validate the data and gather additional information as needed during our site visits.

From our current project, ***FE*** has gathered data about the County's PSAPs and their operations. Our experts will spend several days onsite to conduct a more detailed analysis of the primary, secondary, and backup PSAPs' equipment. We will discover functional issues through discussions with County staff and area stakeholders. We will solicit individual and agency input about the existing 9-1-1 system and the anticipated evolution to NG9-1-1 infrastructure in the County's emergency response ecosystem. ***FE*** will work with the County project manager to plan interviews with designated representatives from call takers and dispatchers, IT department, and management.

From ***FE's*** previous NG9-1-1 projects, we have learned that establishment of clear lines of authority and channels of communication between all parties—the County, ***FE*** technical experts, vendors, network service providers, PSAP managers, and telecommunicators—is critical to a successful NG9-1-1 migration. We will pursue the involvement of the PSAPs and telecommunicator community from the very start of the project, with continual stakeholder/user communications throughout its planning and execution. To maintain stakeholder engagement, ***FE*** will disseminate frequent and structured status reports.

Physical Assessment (CPE Deployment Variation)

FE will assess the physical space and CPE deployment in the County's primary, secondary, and backup PSAPs, evaluating existing equipment and facilities and their readiness to support NG9-1-1 equipment. Our assessment will include the availability of space and the adequacy of environmental supports for new NG9-1-1 CPE equipment.

Network Assessment

We will research and gain knowledge of the County's existing network infrastructure and its capabilities, features, and functionality. ***FE's*** experts will evaluate the PSAPs' existing network infrastructure, both internal local area network and external wide area network access. We will consider technology, optimized business processes, software life cycle requirements related to NG9-1-1, and regulatory issues that are inherent to the project. We will evaluate existing IP routing protocols, network layout, equipment, service levels, Quality of Service policies, maintenance policies, security policies, and other services under contract with the County.

Cybersecurity Policy Assessment

FE will conduct a review of existing cybersecurity policies to identify risks. Elements assessed will include credentialing, physical access controls, password management protocols, and encryption strategy. Results will be included in the *PSAP NG9-1-1 Readiness Assessment and Recommendations Report*. A more thorough cybersecurity assessment can be provided on an optional basis.

Border Controller Functions Assessment

As the County transitions to an NG9-1-1 system and the associated ESINet, it is critical that the system be developed using open standards that interface between the primary, secondary and backup PSAPs, ESINet, and the caller's device. ***FE*** will advise the County on 9-1-1 industry standards, updates, and emerging technologies. We will advise on the consistency of the defined requirements with commonly recognized best practices from standards groups. We will also share our knowledge of and experience with emerging trends in the public safety technologies from our own experience defining requirements and specifications in other similar agencies and jurisdictions.

FE will attend and facilitate the discussion regarding carrier interconnections, PSAP connection policies, border controller functions (BCF), database structures, legacy network gateway functions, location information server (LIS) database, and location to service translation services. ***FE*** will develop recommended ESINet technical and operational requirements based on the user interviews, analysis, and standards review, which will be included in the *PSAP NG9-1-1 Readiness Assessment and Recommendations Report*.

Systems Assessment

FE will assess the current status of legacy telephone and public safety systems and their ability to integrate and share data with an IP network, including CAD, logging/recording, radio, and agent workstations. We will address the deployment, interconnection, and management of emergency services IP networks and other required networks, including but not limited to necessary technological upgrades and timeline. Results will be included in the *PSAP NG9-1-1 Readiness Assessment and Recommendations Report*.

Call Flow Assessment

FE will review and evaluate call processing and radio dispatching methodologies. During the interviews, group meetings, operational observations, and documentation review, our experts will focus on the current call taking and dispatching methodologies as part of the overall workflow. We

will evaluate how call routing is currently handled for the County's primary, secondary, and backup PSAPs. We will gather information on trunk types and intended usage, available queue, automatic call distribution, interoperability requirements, and dispatch mechanisms.

We will review and evaluate the efficiency of current operating policies, procedures, guidelines, and constraints and the effectiveness of these in call-taking and radio dispatching. We will apply our working knowledge of the industry guidelines and standards, specifically APCO, NENA and NFPA, for policy development and content in evaluating the efficacy of the current policies, procedures, and guidelines. We will identify any issues, constraints, and gaps in the *PSAP NG9-1-1 Readiness Assessment and Recommendations Report*.

Call Logging Recording Assessment

During the PSAP site visits, ***FE's*** experts will analyze the dispatch consoles and interfaces to ancillary systems such as CAD and logging recorders, and the extent to which they are compatible with an NG9-1-1 network. We will identify call recording sources, data recording sources, and recording storage and capacities. Our team will evaluate the existing systems at the County PSAPs and provide high-level recommendations regarding their ongoing functionality or need for replacement.

Utilization Assessment

We will work with the County to understand the existing emergency services system and form conclusions regarding bandwidth requirements, policies, network resources, and data storage characteristics. A part of the process will be to identify what existing technology might be utilized in the new environment. This forms the baseline of a migration strategy and identifies the existing conditions while noting areas that may be improved to meet long-term network goals.

Personnel Assessment and Training Needs

A key factor in any decision process for operational changes is a comprehensive workload analysis and assessment of personnel capabilities. We will conduct the following analysis based on the existing data collected, industry standards, and our knowledge of industry best practices:

- Review the current workload for emergency/non-emergency services call volume and processing incoming call types for 9-1-1
- Assess current staffing of PSAP call takers, staff allocations, and distribution of personnel by work assignments, shifts, and training

- Review the operational service components (i.e., call taking, dispatching, administrative, technical support, ancillary functions), and potential impact on them for processing NG9-1-1 call types, including text and video, as well provide information on possible 211/311 services in the future.

From this analysis and assumptions agreed to with stakeholders, we will assess existing personnel's knowledge of emerging technology, training skills and needs, and existing as well as desired operational skillsets. From this assessment, ***FE*** will develop a set of high-level requirements for personnel training and operational support when the County's PSAPs transition to an NG9-1-1 environment.

As the dispatch center looks to the future needs and expectations of the County's response agencies, it is especially important that basic telecommunicator training programs align with national standards and best practices. Standardized training helps to assure that uniform levels of service are provided to callers. Consistency in training also improves the ability of personnel from disparate PSAPs and backgrounds to interact with each other since everyone possesses the same baseline expectation of how to manage an incident.

We will review the current training and in-service program to measure alignment with the APCO standards that address PSAP training minimum standards for telecommunicators, training officers, quality assurance evaluators, supervisors, manager/director, and training coordinator.

Legacy Technology Assessment

We recognize that the transition to NG9-1-1 is expected to be an evolutionary process, involving technological, operational, economic, and institutional change. We will recommend technical standards and operational requirements that are flexible enough to allow for the transition of equipment and operations from the legacy environment to the NG9-1-1 environment over time.

FE will assess legacy technology in the PSAPs and evaluate the extent of integration that will be needed with the NG9-1-1 system. This evaluation will address patching functionality within the County and with the surrounding area. We will evaluate features such as in-building paging, group paging, notification and alerting systems, ability to patch channels or multi-select channels from the console, ability to alert individual radios, mapping features, headset integration between radio and phone, and other capabilities. We will evaluate and recommend modifications to the dispatch console system, as required.

Topology Requirements

Dynamic call routing, as well as multimedia capabilities, are changing 9-1-1. ***FE*** understands the need for the solution to be survivable. We will consider multiple servers, multiple sites, and fully redundant components and network connections. The systems must be easily serviceable without disrupting functionality even in the case of a natural disaster. Requirements will include the need for production systems to be fully vetted before implementation and systems for telecommunicator training prior to cutover.

Each County PSAP operating in the NG9-1-1 environment will require robust, reliable, and interoperable call handling equipment that is fully compliant with current NENA i3 standards. Call handling equipment must also be upgradeable to facilitate compliance with future i3 standards and technological advances. PSAPs and the NG9-1-1 equipment must also be fully redundant with backup locations.

Accessibility Assessments

The need of people with disabilities to access public safety is a top priority for our project team. Of particular importance are people who are hearing-, vision-, or speech-impaired at any level. ***FE*** is committed to developing a transition plan for people with disabilities including those currently enrolled in the SMS-based Text with 9-1-1 service.

Included in the *PSAP NG9-1-1 Readiness Assessment and Recommendations Report* will be a section on the implementation of video calling that will benefit people with disabilities and will allow them to use sign language to communicate with 9-1-1 operators. In addition, the report will include recommendations for educating the public as well as stakeholders on how people with disabilities can communicate utilizing the new technology to access NG9-1-1 services. This will include a workflow outline and the technology necessary to recognize and process 9-1-1 calls coming from persons with a hearing or speech disability including traditional TTY support.

Gap Analysis

We will conduct a gap analysis to assess NG9-1-1 standards, integrate with existing equipment and processes, and compare to the current capabilities of the County's E9-1-1 system. A part of the process will be to identify what existing technology might be utilized in the NG9-1-1 environment. This forms the baseline of a migration strategy and identifies the existing conditions while noting areas that should be improved to meet long-term network goals. Our gap analysis will identify any existing ESINet infrastructure available to the PSAPs, IP routing protocols, network layout, 9-1-1 CPE, service levels, Quality of Service policies, maintenance policies, cybersecurity policies, and other services to be considered in migration to an NG9-1-1 environment.

PSAP NG9-1-1- Readiness Assessment and Recommendations Report

Based on the analyses described above, ***FE*** will prepare a draft *PSAP NG9-1-1 Readiness Assessment and Recommendations Report* and submit it to the County for review and comment. The report will include information on the current status and identify gaps, as well as defining recommendations for next steps to move into the specifications and procurement phase. The scope of the report will include the following elements:

- Deployment strategy recommendation
- Required skillsets
- High-level architecture that includes a staging/ testing/ training environment
- System architecture requirements
- Quality of Service strategy
- Environmental, HVAC, rack space, power, and grounding recommendations
- Network cabling, patch panels, patch cords, and inter-cabinet, floor, office, and agent console information
- Network component gaps, including switches, routers, and firewalls

- Redundant i3 multimedia environment recommendations
- Critical system management component gaps
- Critical call logging/recording requirements
- Call flow and policies requirements
- High-level GIS requirements
- Downstream integration requirements
- Audio integration requirements
- Legacy technology that will require integration with NG9-1-1 networks
- Interoperability and interworking requirements
- Physical and cybersecurity policy strategy
- Acceptance test plans for each component
- Ongoing support mechanisms and support contact documentation recommendations
- Agent console workstation deployment strategy
- Lifecycle management program recommendation

We will meet onsite with County representatives to review the recommendations outlined in the draft report. Following receipt of comments from designated stakeholders, we will update accordingly and issue the final Washoe County *PSAP NG9-1-1 Readiness Assessment and Recommendations Report*.

3 OPTIONAL SERVICES

Phone Audit Services (Optional Service)

As an option, ***FE*** can provide an audit of 9-1-1 phone records. Historically, these efforts have helped our client recover significant funds from service providers. We review the billing from local or state service providers to validate the correct USOC codes and rates associated with them are being utilized. ***FE*** develops a spreadsheet identifying any discrepancies in the proposed billing. We can provide the County with a bi-weekly report tracking progress for each PSAP, next steps, and issues for the County to monitor progress. We provide a PSAP matrix identifying action required, status of the service provider's resolution, and completion date.

GIS Services (Optional Service)

ALI/ANI data hosting, GIS, and CAD mapping are an integral component of any NG9-1-1 system. GIS data plays a critical role in the successful implementation and operation of a NENA i3 NG9-1-1 geospatial routing solution. NENA i3 guidelines and processes focus on the use of GIS data to support the Location Validation Function (LVF) and ECRF critical to emergency call processing within the NG9-1-1 environment. GIS data has been traditionally maintained and utilized by local 9-1-1 authority agencies primarily as a means of reference within their 9-1-1 map display and address/master street address guide (MSAG) management applications. With the advent of NG9-1-1, GIS now represents a core function within the overall NG9-1-1 solution. Critical to this core function is the accuracy and integrity of GIS data because it is aggregated and maintained for use within the NG9-1-1 GIS routing solution.

With the advent of NG9-1-1, CAD GIS is gaining more importance because the MSAG/ALI databases previously maintained by a telephone company are being replaced by address databases better maintained by the municipality. As an option, ***FE*** can evaluate existing processes and protocols and recommend a solution for ALI/ANI data hosting, GIS, and mapping in the NG9-1-1 environment. We evaluate the capabilities of GIS at the state and local level in support of the desired NG9-1-1 deployment.

FE's experts have more than two decades of GIS experience with 9-1-1 systems and 9-1-1 addressing. We have experience in the development of technical requirements for GIS data aggregation and maintenance systems for local, state, and federal government.

Cybersecurity Risk Assessment and Penetration Testing (Optional Service)

PSAPs are the guardians of intelligence on past, present, and future incidents and possess critical infrastructure that must always be operational. ***FE*** includes nationally known cybersecurity experts and offers a full suite of cybersecurity services, which are available on an optional basis. ***FE*** can conduct a threat assessment and security audit of the IT infrastructure to assess the existing level of protection and recommendation strategies to enhance resilience to cybersecurity threats, including penetration testing.

Penetration Testing

Penetration testing, also known as pen testing or ethical hacking, is an authorized assessment to test the people, processes, and technologies of an organization by conducting real-world attack

scenarios. The assessment identifies areas of weakness and attempts to exploit them and gain unauthenticated access as a real-world attacker would do.

The benefit of a penetration test is it is being conducted by a trusted and authorized partner to identify these weaknesses, provide recommendations, and collaborate on the prioritization to secure those gaps against a real attack. ***FE***'s cybersecurity experts can test a PSAP's IT staff, processes, and technologies with the goal to effectively and efficiently protect the entire security posture.

Our experts have a wide range of experience and niche skillsets that allow us to provide a strong representation on what a real hacker could accomplish. Although we believe experience and past performance are most important, our team holds certifications such as: Offensive Security Certified Professional (OSCP), GIAC General Penetration Tester (GPEN), and Certified Ethical Hacker (CEH). There are many areas and targets that could benefit from a penetration test. A highlight of our services includes the following:

- Network testing (internal and external)
- Web application testing
- Database testing and assessments
- Wireless testing
- Physical testing
- Social engineering (phishing, USB, etc.)

IT Security Assessment

An Information Security Assessment is a formal process to evaluate and identify security issues and risks within an organization. The evaluation is done against industry and regulatory standard frameworks to understand the controls in place across all domains of the organization. Through interviews with personnel, sample testing, and our experts' understanding of the wide range of security controls, the assessment shows the strengths and weaknesses of the organization's security posture. An information security assessment provides answers to questions such as:

- What is your overall IT risk?
- Where is your sensitive data and how is it protected?
- Where should you prioritize resources?
- How can you effectively tailor a cybersecurity program to fit your business?
- Are you meeting compliance requirements?
- What is the current and future IT strategy, and does it align with your goals?

4 PRICE PROPOSAL

Pricing

The total firm fixed includes labor, travel, and other direct costs for the Washoe County, Nevada's project for Consulting Services for PSAP NG9-1-1 Readiness Assessment is $67,846.

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

Hourly Rates

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

SCHEDULE A

Effective through December 31, 2021

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

Proprietary Notice

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

Fairfax, Virginia

Basis of our Proposal

1. This proposal assumes Federal Engineering, Inc. will perform the tasks as called out in the technical proposal (excluding optional tasks). The deletion of a task, a significant change in scope of one or more tasks, or use of a phased implementation approach may affect the overall price.
2. ***FE*** will provide draft and final deliverables electronically to Washoe County.
3. This proposal assumes that the County's project manager will schedule meetings, provide meeting facilities, notify attendees, and arrange for onsite visits.
4. Any optional or additional reports or work products will be authorized by mutual agreement of the County and ***FE***. Such tasking will be performed on a time and materials basis in accordance with the rates in Schedule A or on a fixed price basis as mutually agreed upon in a task order by the County and ***FE***.
5. ***FE's*** ability to fulfill this task depends, in part, on the willingness and ability of the County, County participants, equipment vendors, service providers, third parties, and others to provide information in a timely manner, and upon the accuracy of the information as supplied. The accuracy of input data, whether provided in electronic or hard copy form, and the recommendations, actions, system designs, system procurements, and license filings resulting therefrom cannot, therefore, be warranted by ***FE*** nor can the performance, suitability, or reliability of said systems be warranted by ***FE***. ***FE*** accepts no responsibility or liability to any third party in respect to any information or related content delivered by ***FE***. This information is subjective in certain respects, and, thus, susceptible to multiple interpretations and may be in need of periodic revisions based on actual experience and subsequent developments.
6. This proposal is based upon a start date on or before April 1, 2021 and assumes a six-month schedule to completion. Delays to the project schedule due to actions or lack of actions on the part of the County, County participants, third parties, and others including, but not limited to vendor protests, protracted contract negotiations, vendor delays that impact the program schedule and/or costs to the County will be brought to the attention of the County's Project Manager in a timely manner and the schedule and cost impacts will be reduced to writing via a mutually agreed upon contract amendment.
7. This proposal assumes a mutually agreeable invoicing schedule for work completed.
8. Federal Engineering reserves the right to assign/reassign work efforts and associated costs across tasks and between our professional staff members to meet our contractual obligations to the County.