

**STATE OF VERMONT - STATEMENT OF WORK (SOW)  
Request for Proposal (RFP)**

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**IT Service Category: Project Management & Business Analyst Services**

**Request for Proposal:  
December 4, 2023**

**CIO APPROVAL**

**This SOW RFP is approved for issuance by the Vermont Chief Information Officer/Secretary of the Agency of Digital Services.**

DocuSigned by:  
*Denise Reilly-Hughes*  
CIO Approval  
604476735A7442...

12/4/2023

Date

**ADMINISTRATIVE INFORMATION**

**AGENCY/DEPT RESPONSIBILITY FOR SOW-RFP AND SOW AGREEMENT**

Corey Chase, Director – Radio Technology Services, Vermont Department of Public Service

This SOW RFP is being issued in accordance with the Master Agreement between the Contractor and the State of Vermont, Department of Buildings and General Services, Office of Purchasing and Contracting. After an evaluation of Contractor’s response to this SOW RFP, the Contracting Agency may elect to enter into a specific SOW Agreement which will outline all SOW Agreement requirements and payment provisions.

**SOW PROPOSAL SUBMISSIONS**

All Questions are due no later than **December 11, 2023 @ 1:30PM EST.**

All SOW Proposals are due no later than **December 18, 2023 @ 2:00PM EST.**

Proposals must be submitted by email to: [SOV.ITContractingBids@vermont.gov](mailto:SOV.ITContractingBids@vermont.gov). The email submission must reference the procurement name “**SOW-RFP Project Management for COPS Technology program**”.

- The SOW RFP Response is to be submitted to the contact set forth above via e-mail as four attachments. The “subject” line in the e-mail submission shall state the SOW-RFP Project Name. The first file, to be submitted in Word and pdf formats, will be the technical response to this SOW-RFP and titled, “SOW-RFP Project Management

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for COPS Technology program Technical”. The second file, to be submitted in Word or Excel and pdf formats, will be the financial response to this SOW-RFP and titled, “SOW-RFP Project Management for COPS Technology program Financial”.

- There is an attachment size limit of 40 MB. It is the Bidder’s responsibility to compress the PDF file containing its bid if necessary in order to meet this size limitation.

All SOW RFP Responses become the property of the State and, once the resulting SOW Agreement is finalized, are subject to disclosure under the State’s Public Records Act, 1 V.S.A. §§ 315-320. If a SOW RFP Response includes material that is considered by the Contractor to be a trade secret under 1 V.S.A. § 317(c)(9), the Contractor shall clearly designate the material as such in its submission. In accordance therewith, the State will not disclose information for which a reasonable claim of trade secret can be made pursuant to 1 VSA § 317(c)(9).

**In the cover letter to any SOW RFP Response, the Contractor must identify each page or section of the response that it believes is a trade secret and provide a written explanation relating to each marked portion to justify the denial of a public record request should the State receive such a request.**

### **STATEMENT OF RIGHTS**

The State of Vermont reserves the right to obtain clarification or additional information necessary to properly evaluate a proposal. The Contractor may be asked to give a verbal presentation of its proposal after submission. Failure of Contractor to respond to a request for additional information or clarification could result in rejection of the Contractor’s proposal. To secure a project that is deemed to be in the best interest of the State, the State reserves the right to accept or reject any and all bids, in whole or in part, with or without cause, and to waive technicalities in submissions. The State also reserves the right to make purchases outside of the awarded contracts where it is deemed in the best interest of the State.

### **METHOD OF AWARD**

Awards will be made in the best interest of the Contracting Agency. The Contracting Agency may award one or more SOW Agreements and reserves the right to make additional awards to other compliant bidders at any time during the term of the SOW Agreement if such award is deemed to be in the best interest of the Contracting Agency.

### **ORAL PRESENTATIONS/INTERVIEWS**

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Prior to making a final selection, the Contracting Agency will determine whether to conduct oral presentations. The decision will be based on the quality and quantity of responses received. If it is determined that oral presentations are needed they will be conducted at no expense to the State. Oral presentation may be by phone or in person. In-person presentations will take place as directed by the Contracting Agency on a yet to be determined date at no expense to the State.

As part of the selection process, the State reserves the right to interview, either in person or via phone, all candidates for on-site staff that are proposed to perform the work defined within this SOW RFP. The State may also request a change to vendor staffing after a vendor has been selected if upon on-site efforts the State deems the relationship to not be acceptable. Replacement staff will be subject to additional interviewing and approval by the State at no additional cost to the State.

### **NON-DISCLOSURE AGREEMENT**

Contractors and each employee or subcontractor with access to State Data, as defined in the Master Agreement will be required to sign a standard State non-disclosure agreement if there is not already one on file.

### **SCOPE OF WORK**

#### **PURPOSE**

##### **BACKGROUND**

Radio Technology Services (RTS) is an operational unit of the Vermont Department of Public Safety and provides voice and data communication services to governmental entities in the State of Vermont. Those services include: radio frequency engineering, system engineering, communication site management, Public Safety Answering Point design, regulatory compliance, operational and technical support, as well as, related hardware and software maintenance services.

The Vermont Department of Public Safety is requesting proposals from qualified vendors to supply project management and business analysis resources to support their efforts to improve resiliency, redundancy, and reliability of the State of Vermont Land Mobile Radio (LMR) network and enhance performance for all agencies that utilize and/or are dispatched on the network, as funded through the grant awarded to Vermont under the Federal Department of Justice (DoJ) COPS Technology program. This work will support first responders statewide by improving network availability during public safety emergencies. Many regional dispatch agencies utilize these LMR networks to support first responders, either as a primary service, during off-peak hours, in areas that their service does not reach, or as backup for redundancy. Much of the underlying infrastructure supporting the network is shared and supports municipalities, counties, regional dispatch, and state entities.

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Dispatch agencies that do not presently use the LMR network for primary dispatch, as well as out-of-state first responders (stationed in Vermont) benefit from the interoperability channels (VCOMM), especially during statewide emergencies. These dispatch agencies could benefit from this investment if their services were integrated into the LMR network, such as by deploying their radios at existing LMR sites. Backhaul connectivity from these dispatch agencies to the LMR tower sites could be arranged over the existing microwave network. Regional dispatch centers rely on State dispatch resources for redundancy and fail over. Equipment upgrades are necessary to ensure performance and reliability of these services. Viable equipment replaced by this grant may be repurposed to other agencies to support statewide emergency communications.

The LMR network will form the backbone of a future statewide multi-user trunked radio network. This one-time investment to improve the LMR network will enhance the work of the Regional Dispatch Task Force created by the Vermont Legislature by providing a more robust starting point for that work.

The proposal submitted to the DoJ COPS Technology Program consists of a series of eleven proposed enhancements for a total of \$9M (see Exhibit 1) that will bolster the LMR network to improve network availability by updating and improving network components while adding much needed redundancy and includes funding for Project Management (PM) and Project Controls (PC) for the various complex initiatives defined in this grant. Engagement by the selected Vendor shall include such activities as facilitation of the State of Vermont procurement process, schedule development and reporting, risk and issue management, stakeholder engagement and scope control during the project's lifecycle.

### **EXISTING TECHNOLOGY ENVIRONMENT**

Information about RTS and the state radio network is available on the RTS website:  
<https://rts.vermont.gov/>

### **REQUIREMENTS:**

For this particular request, knowledge requirements include:

Demonstrated experience and proficiency in traditional (waterfall) project management, especially as it relates to telecommunications projects.

Active PMP certification through the PMI.

Expertise in communication at all levels of the organization and through a multitude of mediums including written reports, formal presentation, and ad hoc debriefing.

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Vendor shall commit its resource to work exclusively on the SOW resulting from this solicitation during State business hours (Mon-Fri 7:45am-4:30pm) unless otherwise agreed upon during negotiation of a SOW resulting from this solicitation and recorded therein.

Vendor's resource may be off-site within the United States but may be required to attending in person meetings in Vermont, including at DPS Headquarters at 45 State Dr Waterbury, VT. Vendor's resource may be required to travel within the State to other facilities.

**PROJECT MANAGEMENT**

**PROJECT MANAGEMENT SERVICES**

All proposed SOW Agreements for Project Management, Business Analyst or Enterprise Architect Services shall be submitted to the State of Vermont Office of the Attorney General for a determination in accordance with 3 V.S.A. § 342 that such engagement is not contrary to the spirit and intent of the classification plan and merit system principles and standards provided by Chapter 13 of Title 3 of the Vermont Statutes.

**PM Approach**

The Contractor shall follow project management methodologies that are consistent with the Project Management Institute's (PMI) *Project Management Body of Knowledge (PMBOK) Guide*.

Contractor staff will produce project deliverables using Microsoft Office products in v2007 or newer (Word, Excel, Project, Visio, etc.), and Adobe PDF, or other formats acceptable to the State.

Contractor shall utilize a State provided email account and Office365 tools to conduct State business. Contractor shall store all documentation, including draft and final versions, in the State account's OneDrive and/or State provided SharePoint site, as directed by the State. Contractor shall not store any documentation on their hard drive or external devices.

**PROJECT DELIVERABLES**

**Business Analyst & Project Management Services**

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Contractor shall provide business analysis and project management services necessary to ensure technical projects successfully meet the objectives for which they were undertaken. Following are characteristics of this Service:

**Project Management:** Project Management Institute (PMI) PMP certified project manager executing any or all of the following, as assigned:

- Development of Project Charter
- Development of project plan and schedule and monitoring/controlling of actuals
- Development of project budget and monitoring/controlling of actuals
- Coordination and scheduling of project activities across customer and functional areas
- Consultation on operational and infrastructure requirements, standards and configurations
- Facilitate project status meetings
- Timely project status reporting
- Address project issues with functional areas and management
- Escalation of significant issues to customers and executive management
- Manage project scope and deliverable requirements
- Document changes to project scope and schedule
- Facilitate and document project closeout

Provide periodic project reports, (on a quarterly basis) for the Department to submit to the granting agency, including a narrative that describes:

- the overall progress to date for each task in the project.
- If there are any unanticipated delays, describe what caused the delay and steps being taken to correct conditions
- For the final report, provide a project evaluation. The project evaluation should include the condition the project intended to change, the activities designed to cause the change, and change indicators (data to quantify the change) positive or negative.

### **SOW AMENDMENTS**

Change orders are not anticipated, however, if one becomes necessary, such work must be authorized by the State in writing before such work can proceed and requires an SOW Amendment to the SOW Agreement. Reference Attachment D3.

### **REFERENCES**

Provide the names, addresses, and phone numbers of at least three (3) companies or State Agencies with whom you have transacted similar business in the last 12 months. You must include contact names who can speak knowledgeably about performance and deliverables.

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**OFFSHORE OUTSOURCING**

No work shall be outsourced to any resource or facility offshore.

**SOW PROPOSAL FORMAT**

Email PDF's or Microsoft Office documents as set forth above under SOW PROPOSAL SUBMISSIONS

A SOW RFP Proposal shall provide the following:

**Proposed Services – Work Plan**

- a) Proposed Services: A description of the Contractor's proposed services to accomplish the specified work requirements, including dates of completion.
- b) Risk Assessment: An assessment of any risks inherent in the work requirements and actions to mitigate these risks.
- c) Proposed Tools: A description of proposed tools that may be used to facilitate the work.

**Proposed Personnel**

- a) Identify all personnel by name and skill set who will be working on the project, include resumes
- b) Certification that all proposed personnel meet the minimum required qualifications and possess the required certifications to complete the work as required.
- c) Provide the names and titles of all key management personnel who will be involved with supervising the services rendered under the Agreement.

**Subcontractors**

Identify all proposed subcontractors and their full roles that may be involved completing the Scope of Work. **No work shall be subcontracted without knowledge of and approval by the State.**

**State Assistance**

Provide an estimate of expectation concerning participation by State personnel.

**Confidentiality**

To the extent portions of a bidder's proposal may be confidential, proprietary commercial information or trade secrets, the bidder shall highlight these sections, and provide justification why such materials, upon request, should not be disclosed by the State under the State's Public Record Law (1 V.S.A. § 315 et seq.)

<http://www.leg.state.vt.us/statutes/fullsection.cfm?Title=01&Chapter=005&Section=00316>. Contractor is advised that, upon request for this information from a

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third party, the Agency representative will be required to make an independent determination regarding whether the information may be disclosed.

**Transmittal Letter**

The Contractor must submit a signed letter acknowledging the terms and conditions of the Master Agreement and any special requirements that may be included in a specific SOW Agreement.

**REQUIRED PRICE PROPOSAL RESPONSE**

Vendor may propose a price proposal that is fixed price, time and materials, or combination thereof.

A Fixed Cost pricing proposal must be inclusive of all expenses and fees.

For Time and Materials, the pricing proposal must include estimated effort hours, hourly rate for proposed personnel (onsite and offsite), projected timeline, including timing expectations for the State functional and technical resources and be submitted as a separate document from the rest of the proposal.

***INVOICING AND PAYMENT***

All work performed by the Contractor must be approved in advance by the State. Once work has been completed, delivered and accepted by the State, invoicing can occur. The State's payment terms are net 30 days.

**EXAMPLE of  
PRICE PROPOSAL FORM**  
(not inclusive of all requirements defined above)

PRICE PROPOSAL FOR SOW-RFP PROJECT NAME \_\_\_\_\_

<b>Deliverables</b>	<b>Expected Completion:</b>	<b>Hourly Rate (applicable for Time and Materials)</b>	<b>Price (aggregate hourly cost or Fixed price per Deliverable)</b>
Deliverable I	Date		
Deliverable II	Date		
Deliverable III	Date		
Combined Bid	Date		

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The Price Proposal form must use the same deliverables as outlined in the Request from the State.

### **PROCEDURE FOR AWARDING A SOW AGREEMENT**

#### **EVALUATION CRITERIA**

The responses will be evaluated based on the following:

- Quality of proposal content
- Cost
- Prior Experience with this type of work
- Timeline for completion of work to be performed

Contractor selection, or the determination to terminate the SOW RFP without award shall be done in the best interest of the State.

#### **COMMENCEMENT OF WORK UNDER A SOW AGREEMENT**

Commencement of work as a result of the SOW-RFP process shall be initiated only upon issuance of a fully executed SOW Agreement and Purchase Order.

#### **SOW AGREEMENTS**

If selected, the Contractor will sign an SOW Agreement with the Contracting Agency to provide the deliverables set forth in its response and at prices agreed by the Contracting Agency. Minimum support levels set forth in this SOW RFP and terms, and conditions from the Master Agreement, including Attachment C thereto, will become part of each SOW Agreement. Each SOW Agreement will be subject to review throughout its term. The Contracting Agency will consider cancellation of each SOW Agreement, as well as the Master Agreement upon discovery that the Contractor is in violation of any portion of the Master Agreement or an SOW Agreement, including an inability by the Contractor to provide the products, support, and/or service offered in its response. Each SOW Agreement shall specify the term of the Agreement.

**SOV Cybersecurity Standard Update 2023-01:** Contractor confirms that all products and services provided to or for the use of the State under this Agreement shall be in compliance with *State of Vermont Cybersecurity Standard 23-01*, which prohibits the use of certain branded products in State information systems or any vendor system that is supporting State information systems, and is available on-line at:

<https://digitalservices.vermont.gov/cybersecurity/cybersecurity-standards-and-directives>

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**Exhibit 1**

**COPS grant proposal and associated documentation**

	<b>Project</b>	<b>Budget</b>
1	COLOCATION SITE RESILIENCE AND EXPANSION	\$2,263,719.66
	Collocation site resilience and expansion will provide additional redundancies for the microwave ring backhaul and also expand LMR coverage. The project includes purchase and deployment of hardware and software at co-location sites, non state-owned facilities. This would add eight new sites for coverage expansion, including two in the NEK. It also includes a wireless connection to all LMR sites that presently rely on telco landline services.  RTS has an expert on retainer. (RS Telecom)	
2	STANDBY GENERATORS	\$148,500.00
	Standby generators are part of the communication center structure. Generators ensure that the systems remain operational during extended power outages and recharges the site batteries.  RTS has an expert on retainer. (Brookfield Service)	
3	P25 ENGINEERING AND DESIGN SERVICE STATEWIDE EXISTING PROPAGATION	\$250,000.00
	Currently transitioning to P25 digital radio systems. Systems operate differently than the legacy analog systems and design specifications are essential to ensuring the coverage meets the expectations of public safety.  RTS has an expert on retainer. (Motorola)	
4	MICROWAVE ANTENNA SYSTEMS UPGRADE AND IMPROVEMENTS	\$1,140,403.48
	The microwave antenna systems are in integral part of the LMR backhaul communication solution. The current microwave dish / antennas are greater than 15 years old and are displaying signs of aging and have been sporadically failing. Replacement of these antennas enhances the reliability of the LMR network.  RTS has an expert on retainer. (RS Telecom)	
5	BATTERY AND RECTIFIER SYSTEMS IMPROVEMENTS	\$398,408.22
	Increasing the battery capacity at our communication sites, ensures the site stays operational during extended power outages.  RTS has an expert on retainer. (RS Telecom)	
6	TEST EQUIPMENT	\$300,000.00
	Updating test equipment, ensures that all communications systems tested are operating fully per manufacturer specifications.	

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	RTS has an expert on retainer. (RS Telecom)	
7	ANTENNA COMBINER SYSTEMS	\$433,552.00
	Combiners provide the ability to manage and mitigate intermodulation interference, reduce tower loading, and in-band interference is controlled at our remote communication sites.  RTS will utilize an expert with whom they have worked previously. (TxRx)	
8	GROUND SYSTEM IMPROVEMENTS	\$49,500.00
	Grounding systems, provide electrostatic discharge and lightning strike protection for our systems. Ensuring these systems meet current standards and are fully operational are essential in our communications network.  RTS has an expert on retainer. (Yankee Microwave)	
9	RADIO DISPATCH - RADIO UPGRADE AND IMPROVEMENTS	\$1,108,367.10
	Dispatch systems located within the dispatch center is installed in cabinets or radio console furniture. This furniture provides electrostatic discharge protection, grounding, and security for the installed systems. Communication consoles are the control point for our various communications systems. These systems are used by the dispatch staff and controls the various transmitters used to dispatch calls for service. Console screen input systems provide the interface between the radio console hardware and the dispatcher. These devices are extensively operated causing a significant failure point. Replacement hardware ensures operational stability and reduces mean times between failures.  RTS has an expert on retainer. (Avtec)	
10	VSP RADIO SYSTEM UPGRADE	\$2,519,810.50
	Replacing the aging state police (VSP) UHF radio hardware ensures platform stability and increases reliability across the network.  RTS has a high degree of expertise in this area and can implement this internally.	
12	Project Management	\$200,000.00
	Provide Project Management (PM) and Project Controls (PC) for the various complex initiatives defined in this grant. Oversight engagement shall include such activities as the State of Vermont procurement process, schedule development and reporting, risk and issue management, stakeholder engagement and scope control during the project's lifecycle.	

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	Provided by project manager retained through a SOW resulting from this solicitation	
13	Administration	\$137,739.04
	DPS will bill the project for staff time utilized for these services to implement these projects. DPS may retain additional staff to support the project. Provided by DPS, existing RTS Staff	
14	Independent Review	\$50,000.00
	Individual projects may require independent expert review pursuant to Vermont statutes. Provided by independent expert retained through a separate procurement	
	<b>Total</b>	<b>\$9,000,000.00</b>