

# LOS ANGELES FIRE DEPARTMENT



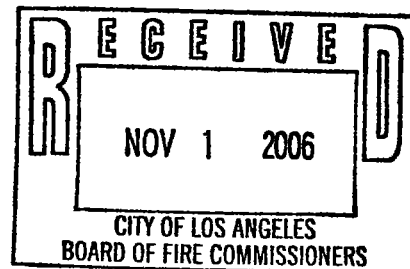
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REVISED

WILLIAM R. BAMATTRE  
FIRE CHIEF

October 20, 2006



TO: The Honorable Board of Fire Commissioners  
City of Los Angeles

FROM: William R. Bamattre, Fire Chief

SUBJECT: REQUEST FOR PROPOSALS - LOS ANGELES/LONG BEACH  
REGIONAL FIRE/EMS COMMUNICATIONS AND DISPATCH  
CENTERS

## SUMMARY

Acts of terrorism, specifically those utilizing chemical, biological, radioactive, nuclear, and explosive devices (CBRNE) require a coordinated, regional public safety response. To achieve a rapid and integrated regional public safety response to these acts, the Los Angeles/Long Beach Area has determined that common regional fire/emergency medical service (EMS) communications and dispatch centers are necessary. The coordination of response to CBRNE and natural disasters from initial attack through mutual aid coordination will be a primary responsibility of these regional fire/EMS communications and dispatch centers. As part of this regional approach to these catastrophic incidents, regional centers would also provide command, control, communications, and the aforementioned mutual aid coordination for assigned areas within their region.

To achieve the goal of regional fire/EMS communications and dispatch centers, the assistance of an experienced consultant with the demonstrated skills, knowledge, and abilities to successfully plan an integrated system of large-scale regional, command, communications and/or fire/EMS dispatch centers is required. Therefore, a jurisdiction within the region must administer this project and hire a consulting firm through the Request for Proposals (RFP) process that specializes in systems planning that includes evaluation, design, and systems integration.

The City of Los Angeles has initiated and taken the administrative role in the further development of regional fire/EMS communications and dispatch centers through the Urban Area Security Initiative (UASI), and as a result, the Office of the Mayor will administer the RFP and contract for creation of the conceptual design for the regional fire/EMS communications and dispatch centers. The Los Angeles Fire Department will be assisting with this RFP by providing subject matter experts.



### RECOMMENDATION

The Board of Fire Commissioners (Board) receive and file this report, as this RFP is being released through the Office of the Mayor, and no action is required by the Board. The scope of work portion of the draft RFP is attached for your information.

### DISCUSSION

The Federal Government has placed interoperability as one of its primary goals for the expenditure of UASI funds. Moreover, the Federal Government encourages that UASI initiatives be regionally based. To cause a regional approach to UASI projects, the Federal Government has now combined the Los Angeles and Long Beach Urban Areas (LA/LB UASI).

The LA/LB Urban Area continues to face significant threats from acts of terrorism and natural disasters that require a regional response. The development of regional fire/EMS communications and dispatch centers provide a great benefit to all cities throughout the Los Angeles/Long Beach Urban Area, which includes all cities in the greater Los Angeles Area. These benefits are of particular operational and fiscal importance to the City of Los Angeles.

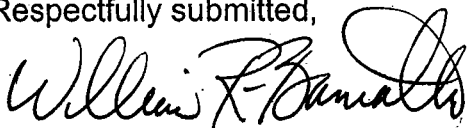
The City of Los Angeles Office of the Mayor has been and continues to be the administrator for the funds of the Los Angeles and now combined Long Beach UASI.

The purpose of this effort is to provide a conceptual plan and detailed inventory of related existing equipment in order to develop unified and interoperable regional fire/EMS communications and dispatch centers.

### CONCLUSION

The development of a conceptual plan for regional fire/EMS communications and dispatch centers is another step towards a coordinated regional response to acts of terrorism and natural disasters. These centers will provide enhanced service to the citizens throughout the region during the aforementioned acts of terrorism and disasters; moreover, they will provide day-to-day enhanced service.

Respectfully submitted,



WILLIAM R. BAMATTRE  
Fire Chief

WRB/vk  
Attachment

## PART I: BACKGROUND

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### 1.0 INTRODUCTION

The City of Los Angeles Mayor's Office administers the Urban Area Security Initiative (UASI) Grant Program for the City of Los Angeles and serves as the administrative entity for this Request for Proposal (RFP).

Acts of terrorism, specifically those utilizing chemical, biological, radioactive, nuclear, and explosive devices (CBRNE) require a coordinated, regional public safety response. To achieve a rapid and integrated regional public safety response to these acts, the Los Angeles/Long Beach Area has determined that common regional fire/emergency medical service (EMS) communications/dispatch centers are necessary. The coordination of response to CBRNE and natural disasters from initial attack through mutual aid coordination will be a primary responsibility of these regional fire/EMS centers. As part of this regional approach to these catastrophic incidents, regional centers would also provide command, control, communications, and the aforementioned mutual aid coordination for assigned areas within their region.

In functioning as regional fire/EMS communications and dispatch centers, these facilities must be able to accept 911 calls by the regions primary, public-safety answering points by landline and wireless instruments and through direct-dialed seven-digit telephone calls. These requests for aid must be processed by computer assisted dispatch systems. Fire station assets, such as, hazardous materials, decontamination, urban search and rescue (USAR), fire suppression, and EMS alerted of the incident response, and radio messages sent and answered. Since there is no region-wide fire/EMS dispatch system of the scope proposed herein, the planning for the project will be a complex task.

## PART II: RFP SPECIFICATIONS

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### 2.0 SCOPE OF WORK

The assistance of an experienced consultant with the demonstrated skills, knowledge, and abilities to successfully plan an integrated system of large-scale regional, command, communications and/or fire/EMS dispatch centers is required. The City of Los Angeles must administer this project and hire a consulting firm that specializes in systems planning that includes evaluation, design, and systems integration.

The City of Los Angeles has initiated and taken an administrative role in the further development of fire regional communications/dispatch centers through the Urban Area Security Initiative (UASI) for the following reasons:

The Federal government has placed interoperability as one of its primary goals for the expenditure of UASI funds. Moreover, the Federal government encourages that UASI initiatives be regionally based. To cause a regional approach to UASI projects, the Federal government has now combined the Los Angeles and Long Beach Urban Areas (LA/LB UASI).

The LA/LB UASI continues to face significant threats from acts of terrorism and natural disasters that require a regional response. The development of regional fire communication/dispatch centers provides a great benefit to all cities throughout the Los Angeles/Long Beach Urban Area, which includes all cities in the greater Los Angeles area. These benefits are of particular operational and fiscal importance to the City of Los Angeles.

The City of Los Angeles Mayor's Office has been, and continues to be, the administrator for the funds of the Los Angeles and now combined Long Beach UASI's.

The purpose of this effort is to provide conceptual plans and detailed inventory of related existing equipment in order to develop unified and interoperable regional fire/EMS communication and dispatch centers. The region has a conceptual communications plan overseen by the Regional Interoperability Steering Committee (RISC) that shall be utilized for the voice and data radio portion of the report. This voice and data radio report was developed by RCC Consultants, Inc. (RCC), and is attached hereto as Exhibit 2, and incorporated herein by reference.

The following are the purpose, plan concepts, and deliverables of the regional communications/dispatch plan:

- I. The purpose of this project is to prepare conceptual plans with an "as is" equipment inventory as the basis to develop another Request for Proposal (RFP) to build this regional project. That RFP itself is outside the scope of this project.

A. Provide for coordinated and functional regional CBRNE & natural disaster response of the following assets:

- i. Hazardous materials response
- ii. Decontamination response
- iii. Urban search and rescue response
- iv. Swift water rescue response
- v. Fire suppression response
- vi. Emergency medical response
- vii. Aerial attack and support response
- viii. Radio interoperability response units for development of communications plan and command and tactical nets
- ix. Overhead assets such as command and logistics

B. Provide for interconnectivity and real time information sharing between the regional fire/EMS centers and the following during disasters:

- i. The regions emergency operations centers
- ii. The regions law enforcement dispatch and command centers
- iii. The regions port security centers
- iv. The regions airport security centers
- v. The regions medical alert center
- vi. The regions transportation centers (California Department of Transportation (Cal Trans), Los Angeles Department of Transportation (LA DOT), Metropolitan Transit Authority (MTA), etc)
- vii. The regions water and power security centers
- viii. Joint Regional Intelligence Center (JRIC)

C. Provide for budget savings through elimination of unnecessary and/or uncoordinated duplicate processes at multiple fire/EMS communication centers.

D. Develop fault tolerance through regional centers functioning as one virtual center.

E. Develop surge capacity and command, control, and communications capability during natural and manmade disasters through regionally based planning and use of technology.

F. Reduce emergency incident and response times throughout the region.

G. Provide a method to inform, notify, and direct the public due to large-scale acts of terrorism, industrial disasters, and natural disasters.

H. Improve communications for:

- i. Voice systems (see RISC/RCC report)
- ii. Data systems (see RISC/RCC report)
- iii. Video systems

## II. Conceptual Plans to be Developed:

- A. Must adhere to Federal Homeland Security Grant Programs, i.e., Urban Area Security Initiative (UASI) Grant Program requirements.
- B. Systems for receipt of 911 calls
- C. Systems for distribution of 911 calls among centers
- D. Computer aided dispatching system (CADS)
- E. Voice communication systems (see RISC/RCC report)
- F. Data communication systems (see RISC/RCC report)
- G. Audio and video systems
- H. Records management and reporting systems
- I. Enterprise server clustering
- J. Storage area network systems
- K. Network fault tolerance
- L. Virtual center systems and operations
- M. Interconnectivity of communication centers networks (see section 2.0.I.B) to the regions emergency operations centers and medical alert center
- N. A method to inform and notify the public due to acts of terrorism and natural disasters

## III. Deliverables:

### A. The Consultant Shall Provide the Following:

- i. Detailed assessment and regional dispatch center definition with conceptual plans, schedules, and budgets.

ii. Develop conceptual plans for the communications and dispatch centers that include, but are not limited to the following (consultant may recommend additional requirements and/or features):

a. Recommend the number of centers for the region. The following six centers have been identified as the preferred combination of centers for the regional design:

1. Downey Fire
2. Los Angeles County Fire
3. Los Angeles Fire
4. Long Beach Fire
5. South Bay Dispatch
6. Verdugo Dispatch

Submit two plans for review: Plan 1 to encompass the above identified centers into a feasible design. For those center(s) that cannot meet requirements, identify the area(s) where deficiencies may exist. Plan 2 to encompass the consultant's best overall recommendation for a functional solution.

b. Identify and recommend security requirements for the centers:

1. Structural/physical

2. To the extent possible, provide plans to sustain operations as a result of terrorist attacks including:

- Improvised vehicular explosive devices and mitigation plans
- Cyber attacks

c. Identify factors to consider with regards to the selection of the regional centers such as:

1. Seismic considerations
2. Electrical power grid distribution
3. Tsunamis

d. Identify technological challenges and develop solutions for these regional plans including, but not limited to the following (where possible leverage existing systems in place at the identified centers in item a. above):

1. Virtual operation of the centers (evaluate the Los Angeles Police Department's design)

2. Computer telephony (central office vs. premise based switches)
3. 911 call load balancing (evaluate and make recommendation based virtual center above). NOTE: identify requirements, in addition to managing their assigned jurisdictions' daily workload, to accept the proportionally additional amount of 911 calls and incidents if another center suffers a catastrophic failure.
4. Regional fire/EMS dispatch and communications network system and fault tolerance.
5. Evaluate, comment on the need, and make recommendations for a common voice recording/logging system for each center.
6. Voice radio systems (utilize RISC/RCC Report)
7. Data radio systems (utilize RISC/RCC Report)
8. Fire station alerting systems: compare, contrast, and make recommendations for utilizing the existing systems in place versus a new across the region standardized method to alert the regions fire stations.
9. Computer aided dispatch system with fault tolerant design, e.g., server clustering with automated fail over (see virtual center above in 1.)
10. Determine if one or more of the region's CADs are capable of supporting the regional system and make recommendations for their use.
11. Make recommendations for the need to develop standardized mutual/automatic aid agreements for CAD automation across the region.
12. Evaluate and make recommendations regarding the need for use of a common medical dispatch system versus varied and independent systems for each center.
13. Evaluate and make recommendations for a uniform geographical information system (GIS) versus independent GIS systems.
14. The proposed system should take advantage of automated vehicle location (AVL) systems in place, but also provide the capability to dispatch assets of departments not utilizing AVL.



15. Take advantage of in-vehicle response mapping and routing where in use (see #14 above)

16. A conceptual method of providing data for reporting systems such as the National Fire Information Reporting System (NFIRS) and EMS for the various jurisdictions served and the standardization of communication centers annual reports (evaluate those already in use at regional centers, such as Verdugo and Los Angeles)

17. Information storage systems, e.g., storage area networks

18. Network interconnectivity for information sharing and situation and resource status through video and audio to the regions:

- Emergency operations centers
- Law enforcement dispatch and command centers
- Los Angeles and Long Beach Port security centers
- Major airport security centers
- The medical alert center
- Transportation command centers, e.g., Metropolitan Transit Authority (MTA)
- Water and power security centers
- Joint Regional Intelligence Center (JRIC)

19. A method to inform, notify, and direct the public due to large-scale acts of terrorism, industrial accidents, and natural disasters.

20. Recommend the assignment of political jurisdictions to be served by the various centers

IV. For the recommended centers, in addition to the two conceptual plans, a complete and detailed inventory of all related existing equipment should be completed and documented as necessary to develop an RFP. This RFP, which is not part of the scope of this project, would be used to hire a systems integrator to design and build the Los Angeles/Long Beach regional fire/EMS dispatch/communications center system.

V. Conceptual project schedule(s) including critical path analysis and Gantt charts.

VI. Conceptual project budget(s).

VII. Recommend appropriate language for a future written agreement among the participating jurisdictions, describing the necessary planning, operation, maintenance and funding of the system. The envisioned agreement may be a memorandum of Agreement, or Joint Powers Agreement, such as used by the

#### VIII. Contractor Responsibilities

- A. The Contractor shall assign a full-time project manager with relevant experience in performing studies of large-scale command, communication centers and/or unified and interoperable regional fire/EMS communication and dispatch centers. The project manager will work from the office designated by the City and report to the City's project manager.
- B. The Contractor shall provide sufficient competent personnel to perform all work referenced in this RFP. All proposal packages shall include detailed resumes of the proposed staff with the following information:
  - i. A description of related work experience history.
  - ii. A description of project scope, technology being used, project budget, number of personnel assigned, project duration, and specific duties for each project.
  - iii. A minimum of three references with names and phone numbers for projects where employed as project manager.
- C. The Contractor shall provide the City with the name(s) and telephone number(s) of the project manager and his/her staff. No changes in personnel shall be made without the approval of the City. The Contractor shall keep this list updated for the entire duration of this project.
- D. Employees working for the Contractor shall comply with all rules and regulations that are applicable for the facility.
- E. The Contractor shall furnish and require every on-duty employee to wear a visible photo identification badge that identifies employee by name and company. Such badge shall be displayed on employee's person at all times he/she is within the confines of City facilities.
- E. All personnel assigned by the Contractor to perform services at City facilities shall at all times comply with the requirements of the Performance Requirements. (Exhibit 1)
- G. All information provided to the successful vendor by the City shall be considered confidential unless such information is released to the public by the City or is otherwise available as provided by law.

- H. The Contractor shall be responsible for safeguarding any/all City property including proprietary and sensitive information.
- I. The Contractor shall hold project meetings biweekly and request for additional meetings as needed to brief the City on progress and provide answers. The Contractor shall document all meetings and submit the meeting minutes to the City for approval.

#### IX. Performance Requirements

The Contractor shall comply with all applicable rules, regulations, ordinances, statutes, and laws pertaining to providing consulting services as may now be in effect or as any of them may be modified or amended from time to time.

The contractor shall comply with all requirements of this RFP. The Performance Requirement Summary chart (Exhibit 1) is a synopsis of the requirements of the agreement, standards of performance and the remedies to be applied for unsatisfactory performance. The City will use this chart as a quick reference to assure that the Contractor meets contract performance standards.

Performance evaluation meetings will be held on an as needed basis. The Contractor's Project Manager will actively participate to resolve all problems identified.

#### X. City Responsibilities

- 1. The City will provide one desk space with a telephone at a City facility for the Contractor's project manager assigned to work on this project.
- 2. The City will provide existing system documentation and assist the Contractor to conduct site surveys and provide directions to acquire information under the control of proprietary departments.
- 3. The City shall review the development of documentation generated by the Contractor as it progresses and provide guidance with the format and contents.