



Santa Clara County Fire

Request for Proposal

*A Feasibility Study for a Combined Fire/EMS
Communications Center Consisting of:*

San Jose Fire, Mountain View Fire, Palo Alto Fire, and

Santa Clara County Fire



Proposal Deadline: July 7, 2014 3:00 PM

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1. Introduction

The Santa Clara County Central Fire Protection District (County Fire) is seeking qualified professional firms (Consultant) to submit a proposal to provide a feasibility study to determine the potential of a consolidated regional fire dispatch center consisting of the agencies of: Santa Clara County Fire, Palo Alto Fire, Mountain View Fire, and San Jose Fire. Proposals shall conform to the provisions set within this Request for Proposal (RFP). The objective is to enter into a professional services agreement with the selected Consultant to provide the feasibility study.

a. Project Representative

The Project Representative for this Request for Proposal (RFP) is the sole point of contact for this procurement. All communications shall be in writing and submitted to the Project Representative as designated below. Bidding Consultants are not permitted to communicate with other staff or officials about this RFP, without previous permission from the Project Representative. Direct written questions and/or correspondence related to this RFP to:

Steven R. Belcher, Project Representative
Email: Steve.Belcher@bema911.com

b. RFP Schedule

- 1) Request for Proposals Released.....May 19, 2014
- 2) Deadline for Submitting QuestionsJune 13, 2014
- 3) Response to Questions.....June 20, 2014
- 4) Deadline to Submit Proposals.....July 7, 2014 at 3:00 PM**
- 5) Evaluation/Ranking of Proposals CompletedJuly 21, 2014
- 6) On-site Interview of Top Ranking Firms (tentative)July 31, 2014
- 7) Professional Services Agreement Executed (tentative).....August 22, 2014
- 8) Notice to Proceed with Feasibility Study (tentative)September 2, 2014
- 9) Final Feasibility Study Completed (tentative).....February 2, 2015

2. Agency Overviews

a. San Jose Fire

The City of San Jose is the largest city in Santa Clara County and the third largest city in California. San Jose covers 200 square miles and has a population of approximately 1 million people. San Jose Fire Department (SJFD) consists of 34 fire stations of which 33 are active (one is closed due to budget constraints). Daily staffing includes 30 engine companies (each with four assigned personnel), nine truck companies (each with four assigned personnel), one Urban Search and Rescue (USAR), two or three crash rigs at the

airport, one Type 1 HazMat Team (cross staffed with a Truck Company), five squads that respond to low level medical incidents, and one unstaffed Command Van and Air Unit. In FY 2012/2013, SJFD responded to 77,481 events. Dispatch is authorized for 30 dispatchers. Currently they have 18 fully trained and nine in training. They are authorized for 11 Senior Dispatchers of which they have eight filled. Two of the three authorized Supervisor positions are occupied. Their manager position is unoccupied.

San Jose has an indoor arena that is home to the San Jose Sharks of the National Hockey League as well as the world famous San Jose State University. Mineta San Jose International Airport is located within the city limits and averages 370 flights per day. San Jose is governed by a unique style of government that incorporates a district elected council, citywide elected mayor, and a council appointed City Manager. Policy decision makers for this project will be the Acting Fire Chief, Ruben Torres, Deputy Chief Robert Sapien, Jr., and Supervising Public Safety Dispatchers Michael Wodnick and Doreen Hargrave.

SJFD communications is a standalone communications center located in the downtown San Jose Police Facility, which only dispatches for SJFD. It is operated separately from the adjoining SJPd communications center, with 9-1-1 call taking occurring on the SJPd side of the operation. SJFD is a secondary Public Safety Answering Point (PSAP). The budget for SJFD Communications is roughly \$6.25M per year. Of these costs, \$6M is salaries. Costs that are not included in this budget figure are items such as: CAD, IT, and utilities. The two agencies share Intergraph CAD v9.1.1. Technical support for the CAD system is provided by IT personnel from the Police Department. The CAD is configurable but the support does not allow for FD to configure it as they would like. The SJFD Communication Center provides Emergency Medical Dispatch (EMD) for callers. The call taker creates a fire call in the CAD and also a medical call that is electronically sent to Santa Clara County Communications for dispatch of the EMS resource. Fire and EMS respond to the same incident but do not communicate directly with each other as they are on separate radio frequencies.

SJFD Communications employs 45.48 dispatchers, supervisors, and support staff. Minimum staffing is five dispatchers and one senior during day and swing shift, and four dispatchers and one senior for graveyard shifts. They are on an eight hour shift schedule. This allows for them to have a single primary dispatch channel and three command channels. All personnel are trained to perform all aspects of the call taking and dispatch functions. The hiring and training of dispatch staff is an extensive process that requires a multi-faceted testing process, a background clearance, and 11 month training program. The communications floor houses nine functioning positions with little room for expansion.

Dispatchers at SJFD perform Emergency Medical Dispatch (EMD) and Emergency Fire Dispatch (EFD) utilizing the Priority Dispatch system. This allows them to provide pre-

arrival instructions while units are responding. They are an Accredited Center of Excellence (ACE) via Priority Dispatch for EMD and have a quality assurance program. They provide after-hours dispatching for city facilities and city public works. One other function that is unique to them is they are responsible for the disbursement of cash to fire units who are sent out of the area as part of a strike team.

b. County Fire

Santa Clara County Fire provides protection of approximately 213,000 people with 15 fire stations within 134.1 sq. miles. The County of Santa Clara Communications Center (County Comm) is located on "Communication Hill" in San Jose. Communications Hill is highly perched overlooking the City of San Jose and seems like a perfect spot to place a communications center. County Comm is managed by Bert Hildebrand, Communications Director and the day to day operations are run by Laurie Brown, Assistant Communications Director. Currently County Comm dispatches for Santa Clara County Sheriff's Office (SCSO) and Santa Clara County Fire, along with the EMS provider for the county, Rural Metro Ambulance. Previously the City of San Jose Police and Fire Departments were dispatched out of this facility in a co-located arrangement. This arrangement ended in 1990 when San Jose moved to their current location approximately 5 miles away. County Comm staffing plan calls for 73 FTE dispatchers, 1 Chief, 4 Supervisors, 6 seniors. Currently they have two supervisor positions vacant and 12 dispatcher positions vacant. Besides the agencies mentioned above, they provide after-hours dispatching/call outs for public works, parks, judges, and animal control. County Comm is also the County Mutual Aid Coordination Center for all of Santa Clara County fire agencies. In 2013, County Comm answered 407,762 phone calls of which the vast majority were law enforcement related. Of those phone calls, 16,078 were related to fire emergencies and 129,871 were medical emergencies. Santa Clara County Fire responded to 15,929 incidents. SCSO covers all of the unincorporated areas of the county plus the cities of Saratoga, Cupertino, and the Town of Los Altos Hills. The sheriff's office has a service population of roughly 197,000.

Santa Clara County Fire Department is governed by the Santa Clara County Board of Supervisors sitting as the Board of Directors. As such, the Department is classified as a dependent district. The Fire Chief, Ken Kehmna, is appointed by the Board of Supervisors, and is responsible for the proper administration of all affairs of the Department.

Rural Metro Ambulance covers the entire county except the City of Palo Alto. The total population of Santa Clara County is approximately 1.83 million. County Comm provides Emergency Medical Dispatch (EMD) for all of the County area except: Palo Alto, Mountain View, Sunnyvale, Santa Clara City, and San Jose. Those agencies provide EMD and notify County Comm of the incident so that County Comm can dispatch Rural Metro Ambulance. The rest of the cities in Santa Clara County transfer their medical phone calls to County Comm for EMD and dispatch of ambulance (secondary PSAP).

County Comm operates with a “home grown” CAD system that they have had in place since the 90’s with continual enhancements. This system is fully maintained by three County IT employees assigned to this project. They state that there should be four, but currently they are staffed with three, IT staff also supports Geographical Information Systems (GIS) for County Comm.

Staffing of County Comm has two dispatchers 24/7 for the fire agency and three dispatchers 24/7 for the EMS agency. Fire and EMS do not share radio channels as each has their own channel. Total consoles within the building are four in fire pod, four in EMS pod, six call taker positions, and six law positions. Adequate space is available within this building for expanded services. County Fire pays County Comm approximately \$1.895 million per year for their services.

c. Mountain View Fire

The City of Mountain View is an incorporated city with a night-time population of 74,000. Mountain View is home to several high tech companies, most notable is Google. The day-time population is estimated to be over 100,000. Mountain View is home to the Shoreline Amphitheatre which is an outdoor arena with capacity for 22,500 people. Mountain View consists of 12.27 sq. miles and is covered for fire service by its municipal fire department. The MVFD consists of five stations housing five engine companies staffed with three personnel each, one rescue unit staffed with two personnel, a truck company staffed with three personnel and a Battalion Chief. MVFD also has a Type 3 Hazardous Materials unit that is unstaffed. MVFD is dispatched out of a city communications center that handles MVPD, MVFD, and Mid-peninsula Regional Open Space District, which provides \$143,000 per year in revenue. 2012 data indicates that Mountain View Communications answered 81,611 phone calls and created a total of 81,032 calls for service of which 5,484 (6.8%) were fire calls. Mountain View Communications Center is staffed with three to four dispatchers/supervisors on a regular basis with the ability to go as low as two. They have positions for PD radio, FD radio, Call Taker, and Supervisor. Mountain View dispatchers are responsible for CLETS duties between 2200-0500 daily. Also, Mountain View has an Incident Dispatch Team that sends dispatchers to major fire incidents. Total dispatch staff includes:

- 2.5 Leads
- 2 Dispatcher III’s
- 10 Dispatcher II’s

Mountain View Communications Center is contained within the Police Support Services Division and has no room for expansion. The Support Services Division has an all-inclusive (police/fire) annual budget of \$6M.

Mountain View is a governed by a council-city manager form of government. Policy decision makers for this project will be the Mountain View Fire Department (MVFD) Chief

Wardle, the Mountain View Police Department (MVPD) Chief Vermeer, MVPD Captain Bosel and the City Manager, Daniel Rich.

MVFD has internal standards for response to structure fires and medical aid calls. Their standard is to be on scene of structure fires within four minutes, code 3 medicals within six minutes, and to all medicals within eight minutes 90% of the time.

Recently Mountain View and the cities of Palo Alto and Los Altos combined to purchase a new CAD system - Intergraph. The system is housed by Mountain View and shared with the other two agencies for police and fire dispatching. They have developed a cost sharing agreement to spread the cost of the CAD amongst the three agencies.

d. Palo Alto Fire

The City of Palo Alto consists of 25.7 square miles and a population of roughly 65,000 plus 20,000 residing on Stanford University. The fire department is comprised of seven fire stations with six of them being full-time and one seasonal station that houses a brush engine during fire season. PAFD provides fire protection services to the campus of Stanford University (one station). PAFD is dispatched by a combined police/fire dispatch center located in the Palo Alto Police Department. The communications center is managed by the police department and provides 24/7/365 dispatch services to PA Police, Fire, and Stanford University. The combined daytime population is approximately 185,000. The communications center has an annual budget of approximately \$5M which includes city wide technical support for radio systems. Staffing of the communications center consists of 20 dispatchers with four on duty for most of the day (three between 0200-0800) including one Lead Dispatcher. They have a Communications Manager who reports to a Division Director. The communications center handles approximately 8,000 calls for service annually and 150,000 telephone calls. They dispatch for Palo Alto Animal Services 24/7/365 as well as Palo Alto Utilities. The City of Palo Alto is the utility provider for residents of Palo Alto.

Palo Alto is governed by an elected council and appointed city manager. Decision makers for this project include Division Director Charles Cullen and Communications Manager Debra Burger. Residents of Palo Alto are served by a municipal fire department and police department.

Palo Alto Fire is unique in Santa Clara County in that it provides paramedic transport and does not utilize the county contracted ambulance service provided by Rural Metro, except as a backup. The transport services are provided by three full-time fire department ambulances.

Palo Alto communications has a total of five workstations and no room for expansion. Recently there have been some discussions about building a new Public Safety Building and the elected officials are attempting to "fast track" this. They have an internal standard of

creating and dispatching high priority events within 60 seconds 90% of the time. All of their dispatchers are trained in Emergency Medical Dispatch (EMD).

3. Current Radio Infrastructure

Emergency communications is complicated by the use of four different radio bands and frequencies between the Santa Clara County agencies. Based on this, interoperability joint powers authority comprised of nearly all municipalities and representing all PSAP agencies within the County has been created to improve system-wide functionality. A JPA was created, the Silicon Valley Regional Interoperability Authority (SVRIA) with the goal of creating a “virtual” consolidated communications system. SVRIA has submitted and received over \$1m towards this project from UASI grant funding. Projects include CAD-to-CAD sharing as well as creation of a new radio infrastructure. More information on SVRIA is available via their website: www.svria.org.

Currently a new radio system is being built. Geographically it will cover areas west and north west in Santa Clara County to include Los Gatos, Campbell, part of San Jose which wraps around Campbell, Santa Clara City, Sunnyvale, Los Altos, Los Altos Hills, Mountain View, and Palo Alto. All of Santa Clara County Fire is within this cell. Future cells include the Central Cell which will serve the remaining areas of the City of San Jose, Milpitas, and County agencies. The Southern Cell will include the unincorporated County, Morgan Hill, Gilroy, and south San Jose.

County EMS agencies operate in the 800 MHz band which allows agencies who have or will purchase 700/800 MHz radios to have the capability to interoperate with the EMS agency first responders on the existing radio system.

It is anticipated that any new communications center created as a result of this study would utilize the current radio infrastructure and be able to convert to SVRIA as the system is built out and updated.

4. Scope of Work

San Jose Fire, County Fire, Mountain View Fire, and Palo Alto Fire currently receive dispatch services from dispatch centers that operate independent of the others and they each share dispatcher staffing and technology with non-fire related services. The agencies collectively desire to conduct a feasibility study to develop a consolidated fire dispatch center that focuses on their specific agency’s needs and that provides a platform by which to increase efficiency, reduce response times, and share fire resources with each other (i.e., “boundary drops”). The current configuration does not easily support this collective desire. If a new consolidated center is created it is the intent of the agencies involved to staff the new center with existing employees, eliminating the need for any layoffs.

The Scope of Work involves the preparation of a feasibility study (Study) to determine the potential for a consolidated fire communication center consisting of San Jose Fire, County Fire, Mountain View Fire, and Palo Alto Fire. The purpose of this study is to identify the advantages and disadvantages of moving out of their current dispatch configuration and into a consolidated center.

The following tasks and deliverables shall be included in the Study:

1. Governance

Explore the pros/cons of different governing structures, including but not limited to contracting with one of the agencies to perform dispatch services, creating an independent agency, etc. The Study will include recommendations regarding organizational, management and administrative structures that support efficient operational service delivery, economic stability, and sustainability.

2. Emergency Medical Services (EMS) Dispatching

Currently EMS responders are dispatched by County Communications (County wide) or Palo Alto Fire (within the city limits). The Study will include analysis of the possibility that a new consolidated fire dispatch center would be able to accommodate EMS dispatching service for the entire county. This analysis should include two options: 1) The new agency dispatches EMS as part of their responsibility, or 2) EMS dispatching is co-located with the new agency but dispatches under different governance.

3. Staffing levels

Determine what staffing levels would be recommended for a single consolidated center to provide fire dispatching services for the agencies, plus a second determination if the new center was to also dispatch EMS county-wide. Analysis should include total staffing, flexible staffing based on time of day and day of week, and minimum staffing and supervision for all hours of all days.

4. Impact on current staffing

The Study will include an assessment of the impact upon the staffing level of each current dispatch center in the event that fire dispatch and/or EMS dispatch services are removed. The intent is to utilize current staff if a new dispatch agency is created.

5. Space

The Study will include an assessment of current dispatch facilities to determine the feasibility of housing a consolidated fire and/or EMS dispatch operation to service the agencies. This assessment should then be compared and contrasted to the feasibility of new construction. The Study will also include recommendations regarding required square feet, number and size of rooms, and alternate (backup) site considerations. Further consideration should be given to allow for possible expansion in the event there is interest from new partners.

6. Costs projections

The Study will provide cost projections for developing and operating a consolidated fire and/or EMS dispatch center to service the agencies. At a minimum, these projections

should include one-time transition costs and on-going operational costs, including staffing, facility, and technology.

7. CAD system

The Study will include a “high level” assessment of each agency’s Computer Aided Dispatch (CAD) system and a recommendation regarding their “re-use” in a consolidated fire and/or EMS dispatch center. This assessment should be compared and contrasted to the purchase, custom design, etc. of a new CAD system.

8. Other Services Included

The Study will provide additional assessment, analysis and/or recommendations regarding the following questions:

- a. Will a consolidated center improve overall response times calculated from the time the phone call is answered to the time the first unit arrives on scene?
- b. Will a consolidated center have any impact on first responder safety?
- c. What impact will a consolidated center have on “boundary drops” where the closest unit is sent regardless of the jurisdiction?
- d. Would the level of service delivered by a new consolidated dispatch center be better or worse than the current level of service provided by each agency?
- e. Are all involved agencies willing to conform to a shared management structure? What is the level of support for this project at each agency?
- f. Identify and assess each agency’s procedure for “guarding” individual radio channels during in-progress calls and recommend changes under a new consolidated center.
- g. To what degree can each agency-specific dispatch operational policies be standardized?
- h. What are the challenges regarding combining the four current geofile systems?
- i. How would cost be shared between the agencies? What are the cost sharing elements that should be considered as part of a cost sharing formula?
- j. Will the ancillary services handled by each center move to the new center?

9. Case Studies

The Study will provide at least two brief case studies of similar projects completed within the United States, including size, scope, challenges, results, etc.

5. Proposal Format

TAB 1 – Cover Letter

The Cover Letter shall be on company letterhead, signed by a duly authorized officer, employee, or agent of the Consultant. The Cover Letter shall include the following information:

- a. A statement that the proposal is submitted as a response to this RFP.

- b. An introduction of the Consultant including: legal name, address, and telephone number, type of business entity (sole proprietor, partnership, or corporation, and date founded.
- c. A brief discussion of general background and qualifications and a description of any special knowledge or capabilities material to the services requested in the RFP. Be sure to include whether the Consultant has done work for the public sector in the past three years.
- d. Indicate which individual(s) by name, title, address, and telephone number are authorized to negotiate and execute an Agreement with County Fire on behalf of the Consultant.

TAB 2 – Executive Summary

A concise summary of the proposal is required.

TAB 3 – Approach to the Scope of Work

Describe the proposed approach and methodology to performing the work. Information should demonstrate the Consultant's:

- a. Knowledge of the subject area;
- b. Knowledge of the technical and functional needs;
- c. Proposed strategy to accomplish the work; and
- d. Issues pertinent to this RFP that are not addressed in Section 4 – Scope of Work.

TAB 4 – Project Milestones and Schedules

Identify project milestones and projected staff hours for each major task and the estimated date of completion for each task.

TAB 5 – Consultant/Sub-Consultant Team

Identify the project manager, principal staff, and support staff that will be performing the work required. If Sub-Consultants are proposed, provide the firm's name, address, telephone number, the type of work to be performed, and the percentage of the total work anticipated to be performed by each Sub-Consultant. Provide a work history resume for each of the key personnel.

TAB 6 – References

Provide a minimum of three references of recent demonstrated experience in providing consulting services similar in nature and size to the Scope of Work, and include any government references. Provide a short description of the work performed, dates of service, names, addresses, telephone numbers, fax numbers, and contract amount.

TAB 7 – Fee Proposal/Expenses

The Fee Proposal and all anticipated expenses shall include:

- a. An hourly rate schedule, valid for the entire contract period, for each classification of firm personnel assigned.
- b. A lump sum, not-to-exceed amount for all work as specified in Section 4 – Scope of Work.
- c. A list of anticipated expenses, including travel reimbursement, associated with accomplishing the work specified in Section 4 – Scope of Work.

6. Proposal Submittal

The deadline for submitting a proposal is JULY 7, 2014 at 3:00 PM. Any proposal received after this time will be returned unopened. Each bid package shall contain 7 copies of the complete bid. Electronic bid packages will not be accepted. The bidders must include an electronic file in addition to the paper files.

Firms or Consultants having the qualification and experience to perform the necessary services shall submit proposals to:

Santa Clara County Fire Department

**Administrative Headquarters
14700 Winchester Boulevard
Los Gatos, CA 95032**

Attention: Ken Kehmna, Fire Chief

7. Selection Process

a. Evaluation Process

1. Qualifying proposal(s) will be evaluated by a panel consisting of representatives from the four participating agencies and the Project Representative who will assign a ranking/score to each proposal. Proposals will be ranked by highest score to lowest score.
2. The top ranking firms/consultants may be invited to an interview panel for further evaluation. After the interviews, the panel may update their initial scoring of the top ranked firms/consultants.
3. County Fire (acting as the fiscal agent for all participants) will enter into negotiations with the top rated firm/consultant. Should negotiations fail, County Fire will commence negotiations with the firm/consultant who received the next highest ranking. County Fire will continue negotiations with firms/consultants in order of the next highest ranking until negotiations are successfully completed.

4. Upon completion of negotiations, the parties will enter into a Professional Service Agreement.

b. Evaluation Criteria:

1. Understanding: Ability to demonstrate a clear understanding of the Scope of Work and the subject matter knowledge required to complete the work.
2. Approach: Ability to articulate the study methodology proposed, including a complete discussion of the objectives, management and coordination of service; subject matter sensitivity and creativity.
3. Thoroughness: Submittals should be complete and cover all aspects as outlined in Section 4 – Scope of Work
4. Experience: References will be verified and rated as to the relevance to this project.

8. Examination of Documents

Proposer shall examine carefully all documents and data provided. No plea of ignorance of the requirements or of the documents will be accepted as a basis for any claim whatsoever.

9. Legal Responsibilities

The contractor shall comply with all local, state, and Federal laws and regulations, including but not limited to those pertaining to conflict of interest, labor and employment. The contractor shall at all times observe and comply with all such laws and regulations.

10. Costs for Proposal Preparation

The Santa Clara County Fire Department (acting as the fiscal agent for all participants) shall not be responsible for any costs incurred by any contractor for the preparation of the response to this Request for Proposal.

11. Reservation of rights to reject, waive, and reissue

The Santa Clara County Fire Department (acting as the fiscal agent for all participants) reserves the right to reject any and all submittals, waive any irregularities, reissue all or part of this Request for Proposal, and not award any contract, all at its discretion and without penalty.

12. Liability Insurance Requirement

As a condition of awarding a contract, the successful bidder must comply with the district insurance requirements

13. Protest Procedures

The District will email a Notice of Intent to Award to the Offerors informing them that their proposal was selected. Notice of Non-Selection will be emailed to Offerors whose proposals were not selected on the same day that the Notice of Intent to Award is emailed to the successful Offeror. An Offeror whose proposal was not selected (Protestors) may file a written protest no later than five (5) days from the date notifications were sent out. Any protest received more than 5 days after the Notice of Intent to Award/Notice(s) of Non-Selection were sent is not timely and will not be considered.

Filing a Protest

The protest of an award must be in writing. The following must be written on the cover of this protest: "Protest Relating to RFP Relating to A Feasibility Study for a Combined Fire/EMS Communications Center". The written protest must be emailed, faxed and/or mailed to the following address:

Assistant Fire Chief, Don Jarvis
Santa Clara County Fire Department
14700 Winchester Boulevard
Los Gatos, CA 95032-1818
Email: don.jarvis@sccfd.org
Fax: (408) 378-4079

Contents of Protest

The written protest must contain the following information: (1) the name, mailing address, e-mail address, and telephone and facsimile number of the Protestor; (2) signature of the Protestor or its representative; (3) grounds for the protest; (4) copies of any relevant documents; (5) the form of relief requested; and (6) the method by which the Protestor would like to receive the Reviewing Officer's written protested decision. The written protest must clearly state the ground for the protest and any supporting facts. Protests should be concise and logically arranged.

Grounds of Protest

Protests shall be based only on one or more of the following grounds:

1. The Protestor believes the District failed to follow procedures and adhere to requirements set forth in the solicitation or any addendum thereto.
2. The Protestor believes there was misconduct or impropriety by District officials or evaluation team members.
3. The Protestor believes there was abuse of process or abuse of discretion by District officials or evaluation team members.

Protest Resolution Process

Informal Review by District

County Fire Assistant Chief (acting as the agent for all participants) will review the protest in a timely manner and attempt to resolve it expeditiously, preferably within fifteen (15) days. If the Assistant Chief is unable to resolve the protest, at the request of the Protestor, the protest may be forwarded to an official who has been designated as the Independent Reviewing Officer for the RFP.

Formal Review by Independent Reviewing Officer

The Reviewing Officer shall conduct an independent review of the protest to determine whether the grounds for the protest have merit. Only the information contained in a timely written protest shall be considered by the Reviewing Officer. The Reviewing Officer has the authority to request additional information from the Protestor or District to clarify or confirm information within the protest to assist the Reviewing Officer's review. The Reviewing Officer will issue a written decision within fifteen (15) days of receiving a protest; however, the time for decision may be extended by the Reviewing Officer. The Reviewing Officer will issue the written decision to the Protestor and the District. If the Protestor failed to specify in its written protest the method by which the Protestor would like to receive the Reviewing Officer's written protest decision, the Reviewing Officer will send his/her written decision to the Protestor by mail. The decision of the Reviewing Officer shall be final.

Remedies

If the Reviewing Officer sustains a protest in whole or in part, the Reviewing Officer shall have the sole discretion to determine an appropriate remedy in accordance with established guidelines. In determining the appropriate remedies, the Reviewing Officer may consider the degree of prejudice to other parties or to the integrity of the competitive procurement system, the good faith of the parties, the extent of performance, the cost to the District, the urgency of the procurement, and the impact of the recommendation(s) on the District's mission.