



**Tribalco Response to:**

**National Forest Service  
Fire and Aviation Management Operations Branch  
Computer Aided Dispatch System**

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5. Offeror Category	<b>Tribalco is responding as a Prime Solution Provider</b>

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## 1 Executive Summary

Tribalco appreciates the opportunity to respond to the National Forest Service Fire and Aviation Management (FAM) Operations Branch Request for Information on a Computer Aided Dispatch (CAD) system.

Tribalco, along with its Computer Aided Dispatch (CAD) partner InterAct, will supply a CAD system to assist FAM personnel in executing its mission of providing fire protection, emergency response and stewardship on Federal land, private and State-owner watershed lands, and the protection of land under cooperative fire protection agreements with local governments.

The CAD system that Tribalco and its partner InterAct are proposing in this RFI is extremely robust and versatile. It allows for complex fire responses, escalated alarm levels, and differing responses based on area, specific location and incident type/alarm level. InterAct's CAD is capable of hosting multiple agencies, while allowing each to utilize their own response plans. In circumstances where inter-agency cooperation is necessary, CAD data may be shared to allow agencies insight into what resources have been, or are being deployed. The CAD can also be configured to send a "service" request to another user agency, requesting resources or response. The CAD may also be set up for automatic and manual notifications, so that proper personnel are made aware of calls for service, or escalated alarm/response levels in bordering areas or specific locations. When combined with InterAct mobile, first responders are provided with access to CAD call information, including updated information from callers as well as other responding units.

Inside this response you will find a brief introduction to Tribalco, an introduction to our partner on this effort, a table of the requirements met, additional features of the InterAct CAD system, and other information we believe makes Tribalco and InterAct a stand out provider of CAD systems for the purposes of the FAM.

## 2 Tribalco Introduction

Tribalco is owned by the Houlton Band of Maliseet Indians, a federally recognized Indian Tribe based in Littleton, Maine. The company was formed to foster the tribe's economic development and job creation. Tribalco is an SBA-certified 8(a) company headquartered in Bethesda, Maryland, with additional offices in Kuwait, Afghanistan, Maine, Colorado, Hawaii, and Alabama. The company currently employs approximately 100 people, and has generated over \$90 million in revenues in 2011.

Tribalco provides communications and integrated solutions to federal, state, and local customers throughout the United States and abroad. Tribalco's business practices and vision have enabled it to establish relationships with companies around the world that are advancing both technology and professional service in a variety of areas. Tribalco offers services in a variety of disciplines including:

- Information Technology Equipment Procurement, Integration and Installation
- Telecommunications Design and Procurement
- Terrestrial Based Communications
- Satellite Communication
- Wireless Infrastructure Design & Deployment
- Land Mobile Radio (LMR)
- Training and Technical Assistance
- Spectrum Management
- Consulting Services

Successful past performance is one of the best indicators of future success. Tribalco has performed over 500 prime IT and telecom-related tasks for DoD and civilian agencies. In addition to our work inside the United States, we have successfully executed over \$150M in OCONUS DoD tasks; 50% are tasks in Kuwait, Iraq, and Afghanistan. Future success achieving cost and schedule objectives can be assessed by a company's track record on FFP (Fixed Firm Price) contracts. More than 97% of our work is performed FFP with less than 1% of 2009 revenues resulting from Tribalco-initiated changes. Over 50% of our personnel hold secret or above clearances. Tribalco is a CMMI-DEV Maturity Level 2 rated company.

Our customers include the U.S. Navy, Air Force, Army, Marines, and the U.S. Departments of Interior, Agriculture, Energy, Health and Human Services, and state and local municipalities

### 2.1 Management Approach

Tribalco takes a very diligent approach to managing the contracts on which we perform. We operate with the mindset that customer satisfaction and long-term business relationships will be the determining factor in our continuation as a preferred choice for equipment procurement and services delivery. With that in mind, we have developed a number of proactive approaches to out-position and out-perform our competitors while consistently exceeding client expectations.

Tribalco has repeatedly demonstrated on both fixed-price and time-and-material delivery orders, an ability to meet required service objectives and milestones. We take great pride in our ability to complete overall tasks on time and within budget. We attribute much of this success to our team's ability to successfully implement our proven strategies and methodologies. Our proven and industry standard methodology provides a disciplined approach for monitoring and managing our best-of-breed service delivery contracts.

**Corporate Commitment to Quality** – Tribalco is a CMMI-DEV Level 2 rated company. The rating was based upon the extent to which Tribalco’s proprietary Process Methodology, QUEST (Quality, Execution Success Toolkit), was institutionalized across the company’s projects. A CMMI Maturity Rating is a predictor of the future project performance that clients can expect. Tribalco’s QUEST provides that assurance to our customers.

QUEST is full lifecycle quality management methodology in which quality is infused from the initiating through closing phases that ensures repeatable performance in on-time product supply, quality service delivery and cost management. The benefits of Tribalco’s QUEST to our customers are:



**Reduced Delivery Risk Through Holistic Management** – Projects develop and gain approval of a comprehensive Project Management Plan (PMP) that includes a detailed schedule, budget and plans for resource management, risk identification and management, stakeholder involvement and communication, issue management, data management, measurements and reporting, quality assurance auditing and analysis and, as applicable, test and peer review. Plans are synchronized with requirements and the result is a framework for a holistic project management approach.

**No Surprises Management - Nothing “Falls Through the Cracks”** – the PMP is continually reviewed and, as necessary, updated throughout the project’s lifecycle. The proprietary PMP format enables projects to ensure that updates to one plan are synchronized throughout all plans. Planned reports are provided and internal and external status meetings are conducted. Gate reviews and milestone meetings are held as planned. Ongoing quality audits ensure that plans are fully executed. The result is that the schedule, costs and risks are managed and the likelihood of any issue “falling through the cracks” is greatly diminished.

**Successful Execution Leading to High level Customer Acceptance and Satisfaction** – Plans developed during the Planning Phase are executed to develop, test and deliver products and services. Suppliers are managed with onsite Tribalco personnel. Milestone tests are conducted to ensure that builds take place as designed. Verification tests are conducted prior to delivery to ensure that all requirements are satisfied. Validation tests are conducted to ensure client agreement and acceptance.

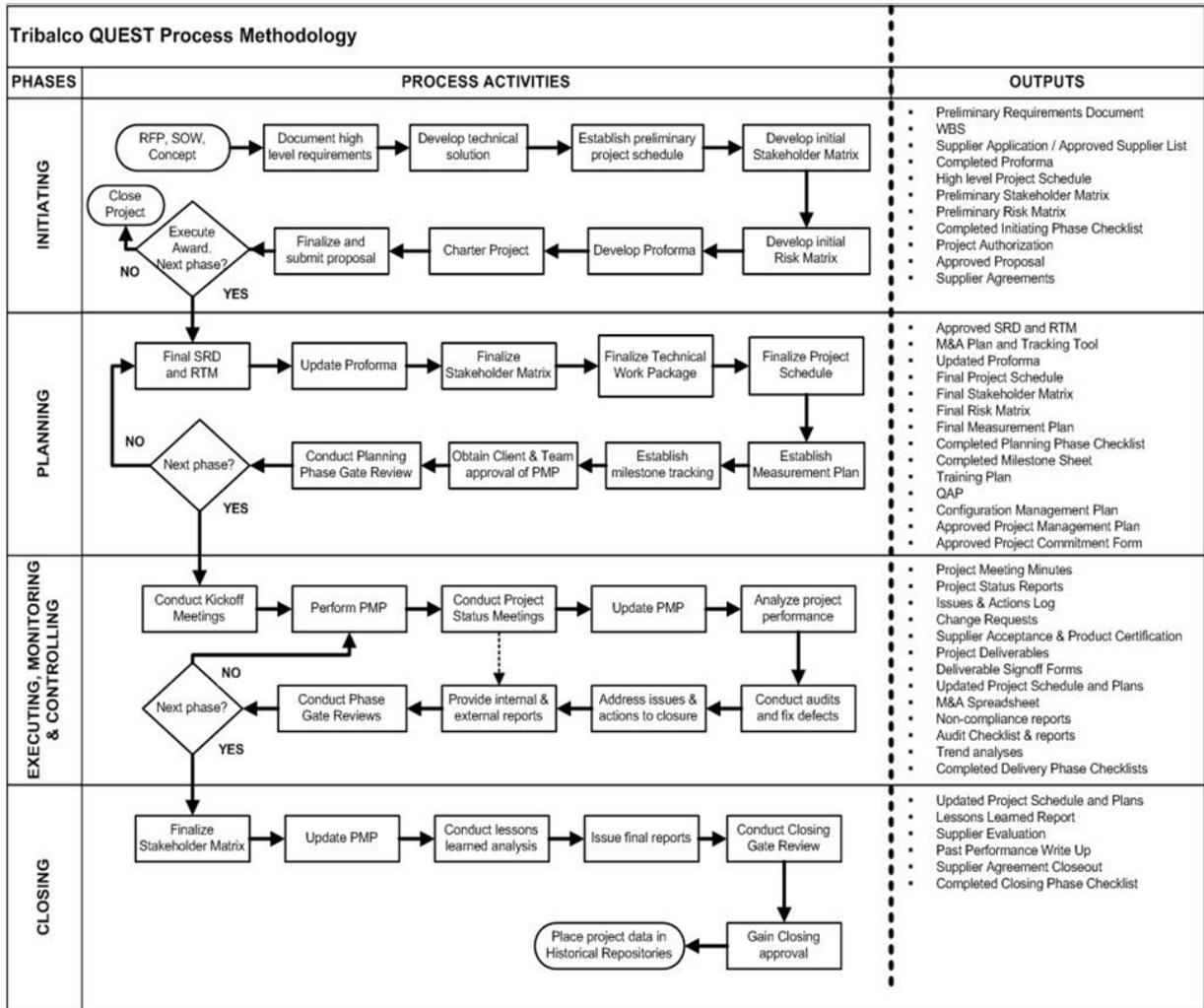
**Requirements Satisfied the First Time** – Requirements are defined, documented, and tracked in a Requirements Traceability Matrix (RTM). The RTM identifies higher and lower level requirements and their relationship to the plans that will be followed to satisfy those requirements.

**No Scope Creep** – As changes are made to requirements or plans, the RTM enables project teams to assess the impact of those changes and appropriately align plans and resources.

**Continuous Improvement** – Plans, measurements, test records, and other project-produced data are analyzed to document lessons learned. The performance of every project is used to better plan and execute the next project.

All current Tribalco tasks adhere to our QUEST Methodology. Details of our methodology are shown below. Tribalco’s Configuration Control Board and Quality Control Board are deeply involved in

measuring projects' compliance with QUEST and quickly resolving any areas of non-compliance identified during regularly-scheduled and random audits. Tribalco's senior management continually measures process adherence at the individual project level as well as across all projects. Involvement at all organizational levels ensures that process efficacy is maintained and that continual process improvement occurs. All future tasks awarded to Tribalco will follow our QUEST methodology to ensure our customers receive the highest quality products and services.



## 2.2 Team Introductions



Tribalco knows that the success of a complex project is dependent upon identifying and establishing the right team. For this opportunity, Tribalco is pleased to present a world class partner that has a tradition of innovation and success in Public Safety.

InterAct is a leading provider of public safety incident response and management software. They help first responders coordinate, communicate and react to

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unplanned events quickly, safely and accurately so that lives can be saved. Over the last three decades InterAct has emerged as a leading global provider of incident management solutions for both the public and private safety markets. Founded in 1975, InterAct provides integrated multi-agency, multi-jurisdictional public safety, corporate security, and homeland security systems technology. InterAct's mission is to enable public safety professionals to perform critical functions at their highest level. Our solutions allow these personnel to make the right decisions, at the right time, and make it possible for the right people to affect the best outcomes and save lives.

As the definition of public safety expands beyond 911, InterAct is leading the way through continuous product development, product improvement and innovation to provide a seamless transition to our customers. Public and private safety agencies today are under relentless pressure to improve response times amidst tight budgets and a rapidly evolving communication infrastructure. The growing ubiquity of mobile and voice over IP (VoIP) communications requires a commitment to continuous technological improvement. Increased security requirements at borders, ports, parks, airports, corporate/industrial sites and even our schools, and has brought the need for interoperable communications between government agencies and the private sector to the forefront. InterAct's effort to enable Public safety agencies to meet these challenges and demands motivates the mission and the continued dedication to innovation. InterAct's client base includes more than 1,450 clients in 44 states and across three continents. Its feature-rich, easy to use software is popular among city, county, state, and federal agencies as well as international agencies looking to improve the safety of officers and the public at large. Private institutions, such as universities, hospitals, and other organizations, also utilize InterAct products to improve security and emergency response to protect both lives and property. InterAct's unprecedented client satisfaction and client retention rate testify to its success with carrying out its core mission of making **Connections for Life™**.

InterAct Federal is a leading provider of Force Protection and Incident Management solutions for U.S. Government, Defense, and Security agencies. A division of InterAct, InterAct Federal is built on 37 years of successfully providing public safety solutions to State and Local customers, but focus on the unique needs of the Federal/DoD market. InterAct Federal solutions for anti-terrorism, force protection, and installation security management provide U.S. Government customers with mission-critical intelligence and situational awareness.

### 3 Response to Requirements

#	System Requirement	Yes=X
1	The System should support web based technologies, such as mobile and cloud computing.	X
2	The System must support the ability to merge an instance of the database with another instance, as in the case where data is created and stored in a standalone database that then must be combined with another database to consolidate the data. Note: For example, when two dispatch centers are becoming one.	X
3	The System must have disaster recovery processes that include data redundancy.	X
4	The System must have robust interoperability with established systems with the ability to share data easily and efficiently.	X
5	The System must be available (24/7) at the local dispatch center without interruption for any reason so as to maintain operational continuance at the local level at all times.	X
6	The System must support a multi-user platform with real-time access.	X
7	The System must meet all Federal and Agency requirements for security.	X-1
8	The System must have on-going technical and user support.	X
9	The System must be based on an interactive Graphical User Interface (GUI) environment.	X
10	The System must support real time, read-only access to data by local and remote fire managers and GACC personnel.	X
11	The System must meet the needs of an all-risk dispatch center.	X
12	The System must be scalable and flexible to accommodate individual dispatch center data, policy and business practices while complying with national agency requirements for standardized data elements and reporting requirements.	X
13	The System must be able to create an Incident from any computer via the internet.	X
14	The System must include a variety of robust mapping features that allow the dispatch center to determine the location of a potential incident quickly and easily.	X
15	The System must be able to produce standard and ad hoc reports.	X
16	The System must allow for local management to pre-determine the resource response by incident type, response area, and response level.	X
17	Daily log and entries may be retained as part of the official record of an incident.	X
18	When multiple incidents are created but should be tracked as one incident, the multiple incidents are merged, (ie A reported smoke incident and a reported vehicle collision, are the same incident) When incidents are merged, all documentation and resource data is tracked in one incident.	X

19	The System must provide multiple ways to create an incident, such as using a function key or typing in an address or designating a map location through lat/long or GIS, etc.	X
20	The System maintains an incident log that records activity on an incident, such as radio communications, phone communications, dispatcher activity, notifications, etc.	X-2
21	The dispatcher must be able use a timer to track status, and position checks of resources. For example, if it is a law enforcement incident the timer will notify the dispatcher when a safety check is required. For aircraft, Automated Flight Following may want a verbal check back every 15 minutes to track the location in case of loss of contact.	X
22	Standard land-based geospatial data layers should be available within the System.	X
23	Response area data includes: response levels, associated Fire Danger Rating Area, response areas.	X-3
24	Dispatch (run cards) data includes: response types, incident types with incident subtypes, response types, response levels, dispatch strategy, copying and reporting dispatch strategies, dispatch action required.	X-4
25	Interfaces with radio console over a serial data connection to select frequencies and tones (repeaters). Dispatcher can click the [SELECT] button on the CAD screen to select dispatch frequencies and tones on the radio console screen.	X-5
26	Provides an application administrator with the ability to add a common place name to the geographic data file with only a latitude/longitude location (location is off-road).	X
27	Provides an application administrator with the ability to configure response areas for fixed (run order) or dynamic (road network calculation) unit recommendation.	X
28	Provides a dispatcher with the ability to assign a weather-based dispatch level to response areas that have been organized into dispatch zones.	X-6
29	Recommends units based on the current weather conditions (dispatch level) in the response area associated with incident location. The dispatch level influences the selection of a response plan.	X-7
30	Calculates a bearing and distance for recommended units that travel through the air.	X
31	Provides an application administrator with the ability to assign air-to-air and air-to-ground frequencies to individual response areas.	X-8
32	Generates a fire number in addition to an incident number from a federal or local fire number counter as specified in the response area record associated with the incident location.	X
33	Provides an application administrator with the ability to create a hazard record at a latitude/longitude location.	X
34	Alerts the dispatcher when a call is entered at a latitude/longitude associated with a hazard record.	X

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35	Provides a dispatcher with the ability to set the dispatch priority of units in a fire station where there is more than one unit of the same type.	X
36	Displays an automatically-updated fire coverage window with the dispatch coverage status in green, yellow, or red.	X
37	Provides the dispatcher with the ability to assign the person responsible for completing the fire or investigation report by entering a command.	X
38	Replicates live CAD incident and unit information to a backup device.	X
39	Provides a dispatcher with the ability to select an alternate tactical and/or air to air frequency when the primary tactical frequency is in use.	X

<sup>1</sup> The system meets requirements that are typical of Federal agencies. InterAct software is currently undergoing information assurance security and acceptance certification at U.S. DoD locations such as the Presidio of Monterey, Defense Logistics Agency and the Pentagon Force Protection Agency. InterAct software already adheres to current FBI CJIS security requirements.

<sup>2</sup> Based upon similar interfaces we have completed logging radio and phone incidents are dependent on the availability of programmatic interfaces to the proprietary radio and telephone control systems.

<sup>3</sup> Response levels are associated with incident types and categories by response area. Fire danger rating areas may overlap response areas. Fire danger rating areas may be obtained through reverse geocoding.

<sup>4</sup> "Copying and reporting dispatch strategies" are understood to mean notification strategies.

<sup>5</sup> Such interfaces are available for certain radio systems. Web (browser) based functions may be limited in their ability to access serial interfaces.

<sup>6</sup> Response area data are extensible to incorporate various weather data on which dispatch level may be dependent.

<sup>7</sup> This may require scripting of response rules.

<sup>8</sup> Based upon similar interfaces we have completed, this item is dependent upon the programmatic interfaces for the radio system. If an interface specification is provided we are confident that we can complete the work required.

### 3.1 Technical Information

1. How many staff months (project management, analysis, design, coding, documenting, and testing) and calendar months do you estimate it would take to modify your CAD system to meet all of the requirements listed above?

The Tribalco/InterActCAD solution fits very well with the requirements listed above and has been designed for integration with third party systems. We estimate six (6) to eighteen (18) months for the total cycle including analysis, design, development, and testing. This timeline depends on the complexity of external interfaces, specifically to those of the radio systems. It is also based on the level of effort to comply with all of the above requirements assuming they are consistent with other similar agencies'. A detailed schedule would be completed outlining all steps to final completion.

InterActCAD meets all of the listed requirements currently and we anticipate achieving initial operating capability within 120 days of contract award.

Tribalco has past performance of implementing CAD systems for Federal agencies. Our expertise in requirement gathering, process improvement, site assessments, data conversion, system integration, requirements tracking, deployment, training, cut over, post implementation support and extensive project management expertise makes the combination of Tribalco and InterAct a valuable, long term partner in FAM's CAD system purchase.

2. How many multi-site CAD customers does your company currently have?

InterActCAD is architected for multi-site deployment. Approximately 100 of our customers domestically and internationally combined have deployed InterActCAD in this manner.

3. How many physical servers are required to run your full CAD system with ROSS and other interfaces including testing and training instances of the system?

Minimally two virtualized geographically diverse server clusters would be recommended for redundancy. Mobile components and physical interfaces may introduce the need for additional hardware.

4. What is your company's estimated annual revenue from CAD system sales, consulting services, and maintenance fees?

Tribalco is unable to break down our annual revenue for CAD sales, consulting and maintenance as CAD is often a part of the solution for our customer we provide, however, our annual sales for the past 4 years are provided below.

- 2008 – \$43.6M
- 2009 – \$56.8M
- 2010 – \$82.6M
- 2011 – \$90.5M

InterAct is a leading provider of incident response and management software. We currently maintain approximately 1,500 government clients which range in size from local Police departments to several State level deployments. These include organizations such as the Indiana State Police, Maryland State Police, Texas Department of Public Safety, Pentagon Force Protection Agency, and Defense Logistics Agency. Outside of the U.S. InterAct has deployed several large and/or nationwide 911 / CAD systems.

5. How many procurements for a CAD project exceeding \$2 million has your company responded to in the 24 months just prior to the release of this RFI?

Tribalco and InterAct has responded to an estimated 40 projects in the last 24 months for CAD solutions estimated to exceed \$2 million.

6. What is the probability 0 – 10 (10 being the highest) that your company would participate in a best value Request For Proposal process for the CAD described above where all requirements must be met in order to qualify?

10. Tribalco and InterAct CAD are exceptionally well suited to the requirements described in this document and we would participate.

7. What is your estimated cost to provide a CAD system that would meet all of the requirements listed in this request for information?

At this time Tribalco and InterAct is unable to provide a cost estimate with the limited amount of information provided to size the system. We offer several creative pricing strategies which include traditional seat licensing, concurrent user models and subscription plans.

To allow the majority of CAD vendors to provide estimated costs for a CAD system, the following additional information would be required:

- The number of interfaces to external systems
- The number of sites/dispatch center that would be implemented
- The number of dispatcher seats required
- The number of and type of data conversion efforts required to be input to the CAD system
- The number of hardware locations to address redundancy and disaster recovery
- Any GIS data collection and entry work required
- The urgency of the implementations, if they were parallel, etc.

Tribalco/InterAct would like to perform a documented discovery process with the agency at no cost. This will allow us to properly size your requirements, provide budgetary estimates and expand further on the bullet points above.

### 3.2 Additional Information

1. Provide any additional information not requested above but which you deem important and relevant to this RFI.

Tribalco prides itself in adding value to the command, control and communications projects it performs for its customers in the Federal arena. Tribalco currently employs personnel who have in depth experience in Emergency Management, Business Continuity, Computer Aided Dispatch, NIMS, ICS, and Land Mobile Radio communications. Around 50% of our workforce is cleared. We received positive feedback from our customers on a regular basis and repeat projects along with word of mouth recommendations is a large source of our business.

InterAct has a patent pending on disconnected operations for CAD which will greatly benefit the agency and this configuration. This capability allows InterActCAD to continue operation in the event of a network outage which we understand is an issue the Forest Service experiences from time to time during a fire emergency.

Tribalco and InterAct are well positioned to provide a turn-key solution for the FAM. Tribalco's experience is site assessments, computer hardware and software, wireless radio systems, and wired data networking, will provide the FAM with clear understanding of what areas are suitable, what areas of deficient, as well as a path for addressing the deficiencies to gain best possible benefit from the CAD system implementation. InterAct's capabilities are well documented through their ability to meet all requirements of the FAM as well as being in a position to implement other best practice 'good ideas' from their large customer base through their software upgrade, maintenance and support processes. Tribalco has implemented mission critical command, control and communications systems and is

currently managing over \$2.5M of Command, Control and Communications, including CAD, projects.

## 2. Provide any lessons learned from other similar projects.

It would benefit the U.S. Forest Service to pay specific attention to possible network limitations with the forestry locations. A traditional “thick client” CAD solution will require significant persistent network connectivity or the installation of local CAD servers in order to operate in the described manner. InterActCAD is a thin client architecture specifically designed to operate over remote network environments. Out of the box we can handle the required number of remote locations, unit types, special skills, and unique geographies.

GIS and GIS Services - InterAct maintains an internal division focused on GIS and GIS services that can assist the agency at a low cost to create or modify ESRI compliant GIS information for usage by InterActCAD.

Mobility – US Fish and Wildlife Services a current InterAct mobile customer. We will easily be able to activate mobile dispatching to the current regions using InterActMobile. The solution is already in place and being used.

911 – InterAct maintains a complete 911 division and has installed approximately 400 911 solutions in the U.S. and abroad. InterActCAD currently interfaces with NENA compliant 911 solutions including InterActNG911 and several third party non standards based systems. These qualifications can greatly benefit the agency as we work to provide a total end to end solution.

Computer Aided Dispatch is a tool that dispatchers use to efficiently receive, categorized, prioritize, assign and dispatch responses to events. This tool is only fully effective if the supporting infrastructure of the dispatch center, communications network, and personnel are all working in harmony with no weak links in the response chain. Tribalco and InterAct are well positioned, and have used the Discovery process at the beginning of each project, to assess, identify, prioritize, and make recommendations on what areas should be addressed and what benefit such improvements will provide.

## 3. Ongoing annual maintenance and technical support.

InterAct maintains a 24 x 7 x 365 global help desk for our clients. Our annual support is comprehensive and inclusive, and it includes on-site technical assistance “as required”, software fixes and upgrades, and applicable hardware warranties.

## 4 Contact Information

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Tribalco has completed the annual representations and certifications electronically via the **ORCA** website at <http://orca.bpn.gov>. Tribalco verifies by submission of this offer that the representations and certifications currently posted electronically at **FAR 52.212-3**, Offeror Representations and Certifications—Commercial Items, have been entered or updated in the last 12 months, are current, accurate, complete, and applicable to this solicitation.

[END REPORT]